

**ONLINE MARKETING COMMUNICATION TOOLS USED BY GUEST
HOUSES IN THE PRETORIA EAST REGION**

by

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DECLARATION

I declare that this dissertation entitled “Online marketing communication tools used by guest houses in the Pretoria East region” is my own work and that all the sources that I have used or quoted have been indicated and acknowledged by means of complete references.

SIGNATURE

(Ms Nadia Marx)

DATE

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ABSTRACT

Online marketing communication provides some of the cutting edge tools that can be used by guest houses to communicate their product and service offerings. The purpose of this study was to determine which online marketing communication tools can be used, and are in fact currently used by guest houses in Pretoria East. The results obtained from this study can assist guest house owner/managers in Pretoria East with decision-making on the communication of off-line and online marketing communication tools to be included in their marketing strategy. Primary data was collected by means of a survey with guest house owners/managers in Pretoria East. Specific corpographic details of guest houses in Pretoria East were identified. Furthermore, the most frequently used off-line and online marketing communication tools were identified, as well as the number of guest houses that have websites and the content of these websites. The findings suggest that guest houses in Pretoria East have to invest more time and money in implementing certain online marketing communication tools, such as social networking and use of Search Engine Optimisation (SEO). By implementing online marketing communication tools like these, guest houses in Pretoria East could enhance customers' awareness of a guest house. This study verified the importance of electronic tools such as the Internet and Web as an integral part of an organisation's marketing strategy, specifically for small businesses in the service sector, such as guest houses.

Keywords: Internet, marketing communication, World Wide Web, Internet marketing, websites, guest houses, Pretoria East

LIST OF ABBREVIATIONS

BBAPT	Bed and Breakfast Association of Pretoria/Tshwane
BSC	Balanced Scorecard
B&B	Bed and Breakfast
CRM	Customer Relationship Management
FEDHASA	Federated Hospitality Association of Southern Africa
GATE	Guest House Association of Tshwane-Pretoria East
GHASA	Guest House Association of South Africa
IMC	Integrated Marketing Communication
IP	Internet Protocol
MMS	Multimedia Messaging Service
NAA	National Accommodation Association
SEO	Search Engine Optimisation
SMS	Short Message Service
TGCSA	Tourism Grading Council of South Africa
TTA	Tshwane Tourism Association
WWW	World Wide Web

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CHAPTER 1:

BACKGROUND AND PROBLEM STATEMENT

1.1 INTRODUCTION

The purpose of this chapter is to provide an overview and a background of the study. This chapter consists of a short background and motivation to help understand why this study will be conducted. Thereafter, the research problem will be explained and the objectives of the study will be listed. Next, an outline will be provided of the research methodology process that will be used in the study. The layout of the chapters will be presented as a framework for this study. In conclusion, the key terms relating to this study will be identified.

1.2 THE BACKGROUND FOR THIS STUDY

The tourism industry as a whole is information-intensive of nature and it is for this reason that the Internet and Web technology play such a vital role in marketing the tourism establishments (Doolin, Burgess & Cooper, 2002:557). However, the Internet is also changing the means by which establishments in the hospitality industry make plans, manage and operate their daily business activities, especially the marketing activities (Wirtz, Schilke & Ullrich, 2010:3).

The Internet has grown tremendously in the last few years and with the fast-changing dynamic hospitality industry of today, technology is becoming an important instrument of communication (Seth, 2012:2). Within the tourism industry and specifically the hospitality industry, there is a rapid increase in the use of Internet and online platforms (Litvin, Goldsmith & Pan, 2008:486). In this study, it will be tested whether or not technology is becoming an important instrument to communicate with stakeholders, specifically in the guest house sector.

According to Constantinides (in Dombay, Seer, Magyari-Saska and Seer, 2010:103), the Internet acts as an online marketing communication tool and is not in the experimental

phase any more, since the successful outcome of using Internet marketing has altered the approach to marketing communication. This is seen as a new trend in marketing communication and it has a big influence on the way any small business utilises its marketing budget. A guest house is an example of such a small hospitality business.

Lubbe (2007:16) recognises that suppliers within the hospitality industry offer products like accommodation, food services, gaming and entertainment facilities. The accommodation sector of the hospitality industry has different forms, such as hotels, guest houses, Bed and Breakfasts (B&B), hostels, motels, lodges and timeshare accommodation.

Henning (2007:2) clarifies that guest houses form a big part of the hospitality industry in South Africa. Some guest houses were established, but dormant, until the 1995 Rugby World Cup held in South Africa that year. Guest houses offer a combination of tangible and intangible elements, products and services to their guests (George, 2010:23-24). The tangible elements which guest houses offer include items such as the bed in the room, towels the guest uses etc. Intangible elements that guest houses offer to guests involve the services offered and the service experience gained by guests.

The Internet is a very effective way of communicating these products and services to potential guests. Kline, Morrison and St. John (2008:255) summarise the traditional marketing tools for promoting and advertising guest houses, which include brochures, magazines, newsletters as well as advertisements in the phonebooks and guidebook adverts. In spite of this, the Internet is now the biggest source of business in this industry (Lee, Olson & Trimi, 2012:826). However, it has not been confirmed whether the Internet is seen as the biggest source of business in the guest house sector of the hospitality industry. There are a number of online marketing communication tools that can be utilised for marketing a guest house. The online marketing communication tools comprise of online advertising, online Public Relations, online sales promotion, online direct mail, online sales force, online packaging, online Point-of-Sale, online retail store design or commercial offices and online word-of-mouth, all which are used in conjunction with the guest house website (Smith & Zook, 2011:24). A detailed discussion on each one of the tools is presented in Chapter 3 of this dissertation.

A website should act as the centre of all the online activities and the home of the guest house brand (Cook, 2011:34). Furthermore, a website can be used to carry out various functions: for example, acting as an information tool, selling tool, business tool, communication tool and marketing tool (George, 2010:320-321). By establishing a website and participating in all the available online activities, it creates an opportunity for guest houses to communicate information regarding the products and services offered to their guests.

Morrison, Taylor and Douglas (2004:234) state that an effective website should be evaluated on a regular basis, so that improvements and adjustments can be made accordingly in order to differentiate it from the competitors' websites. There is a range of methods or approaches that can be utilised to measure the effectiveness of a website. The eight Cs of a commercial website is one of these approaches. The eight Cs of a commercial website include context, content, community, customisation, communication, connection, commerce and constant change (Rayport & Jaworsky in Dombay *et al.*, 2010:105). These eight Cs represent the main functions of any guest house website and this instrument was used to formulate the questionnaire, in order to evaluate the effectiveness of the different guest houses which make use of websites to promote their establishments in Pretoria East.

1.2.1 Pretoria East

Pretoria is known as the Jacaranda City of South Africa, as so many purple blossom-bedecked trees can be found in this part of the Gauteng province. This city is also well known for the number of embassies and diplomatic missions it hosts. Pretoria also consists of a number of industrial areas, business districts and small businesses. It is for this reason that Pretoria is seen as a major commercial/business hub and an important industrial centre in Gauteng (Nordic Travel, 2013). The Pretoria East region is a part of this major business hub. It is important to delineate the borders of Pretoria East and this is provided below.

1.2.1.1 Delineating Pretoria East

The Pretoria East region is zoned by the City of Tshwane (2013), as being the east of the R21 route with the southern boundary being just south of the Rietvallei Nature reserve, stretching in an easterly direction towards Bapsfontein and then in a northerly direction towards Sefako Makgatho Drive on the road leading to Cullinan, as well as in the west towards the N1 route and in a southerly direction towards the R21 route. A map of Pretoria East, zoned by the City of Tshwane, is attached in Appendix A. Region six on this map illustrates and explains the borders of the Pretoria East region.

1.2.2 Motivation for this study

The motivation for this study can be communicated as follows: the Internet developed in such a way that it has changed the way consumers, as well as business owners, think. Consumers are using the Internet for everything and they are becoming dependent on the Internet to do business and inter alia to make reservations for accommodation (Musante, Bojanic, & Zhang, 2009:203). It is for this reason that guest house owners should be active on the Internet and in such a way promote their hospitality product more successfully.

1.3 THE RESEARCH PROBLEM

As mentioned in the background and motivation for this study, the tourism industry is extremely information-intensive by nature and this is why the Internet and Web technology play such an important role in the marketing activities of a tourism establishment (Doolin *et al.*, 2002:557). Moreover, in the hospitality industry specifically, there is a rapid increase in the use of Internet and online platforms amongst establishments (Litvin *et al.*, 2008:486).

The Internet provides an opportunity for guest house owners to communicate their hospitality product in an easy and fairly inexpensive manner (Kline *et al.*, 2008:255). It also provides a more successful and cost-effective way of marketing, in relation to the traditional ways of marketing, since a guest house's marketing budget is much smaller than that of a commercial hotel. Due to the fact that Web advertising is a very easy and

reasonably priced method of marketing, it can be seen as a motivation for guest house owners to partake in as many online activities as possible. The major question that will be investigated is: do guest houses make use of all the available online marketing communication tools in the process of marketing their hospitality establishments?

It will thus be investigated how guest houses use Internet marketing, as hotels worldwide and specifically in the USA, are focusing more on Internet marketing and how to use the Internet to communicate their hospitality product (Musante *et al.*, 2009:203).

The researcher did an extended search on the Internet to establish whether or not the hotels in South Africa also make use of the Internet as a marketing tool. The search was executed by focusing on three of the big hotel groups in South Africa and screening their online activities. These three hotel groups are Protea Hotels, The City Lodge Hotel Group and Tsogo Sun. All of these hotels have very well structured websites with all the necessary information for the Internet user and each one of these websites has booking facilities available on the home pages. All three of these hotel groups are active on some social networking sites and have prominent links on the website that will lead the website user to these social networking sites. This secondary research thus shows that South African hotels are using all or most of the available online activities in order to communicate their hospitality product to potential guests.

The same screening search, as part of the secondary research, was performed by the researcher, to determine if guest houses make use of some or all of the available online activities to communicate their accommodation establishments to potential guests. The findings were that some of the guest houses in Pretoria East do not have a website and in those cases where there are websites for the guest houses, there are no booking facilities or social networking links available. Some of the guest house websites were last updated more than three years ago. This illustrates the problem clearly and there is a definite need within this industry to investigate the use of online communication tools among guest houses in the Pretoria East region.

1.4 OBJECTIVES OF THE STUDY

In the section above, the research problem was discussed. The problem statement presents the groundwork for the objectives of this study. The primary and secondary objectives that were formulated are:

Primary objective:

To determine the online marketing communication tools mostly used by the guest houses in the Pretoria East region.

Secondary objectives:

- To determine the traditional marketing communication tools mostly used by guest houses in the Pretoria East region.
- To evaluate Pretoria East guest house websites by utilising the eight Cs of the commercial website model.
- To determine if guest house owners/managers update their websites on a regular basis.
- To determine the level of Internet/electronic skills of guest house owners/managers.
- To investigate if occupancy levels differ between guest houses that have links on their websites to other complementary services, and those that do not.
- To investigate if occupancy levels differ between guest houses that have links on their websites to social networking sites, and those that do not.
- To investigate the corpographics of guest houses in Pretoria East.
- To provide recommendations for guest house owners to help improve their online marketing communication tools.
- To identify areas for future research.

1.5 RESEARCH METHODOLOGY

The research used in this study consists of two phases, namely the secondary research phase and the primary research phase. After the research was conducted, the data were processed and analysed. These two research phases, as well as the data processing and analysis process, are briefly explained below.

1.5.1 Secondary research

The first phase is that of the secondary research of this study and it is comprised of a comprehensive literature review on the various concepts in relation to the primary research in this study. The research was performed by consulting a number of scientific databases, the World Wide Web, textbooks and other published academic material (See also the list of references at the end of the dissertation). Information acquired during this process was shortened and simplified and is included in Chapters 2 and 3.

Chapter 2 presents a literature review on guest houses and how this type of accommodation establishment forms part of the tourism industry, but even more specifically, how they form part of the hospitality industry of South Africa. The nature of a hospitality product offering, which includes the tangible and intangible elements, is explained, as well as the quality measurements and how this can be assured through star grading. This chapter discusses the role of Internet marketing in the tourism industry and previous research regarding this topic is also provided in this chapter.

Chapter 3, on the other hand, deals with the exploration of the marketing mix, communication process and all the available off-line marketing communication tools that guest houses use, in order to communicate their specific products and services. Since Internet marketing is seen as one of the new trends in marketing communication, there are a number of online marketing communication tools that will be explained comprehensively. As mentioned earlier, these tools are online advertising, online Public Relations, online sales promotion, online direct mail, online sales force, online packaging, online Point-of-Sale, online retail store design or commercial offices and online word-of-mouth. Reasons

why guest houses should communicate through the Internet are also specified in this chapter.

1.5.2 Primary research

The primary research phase is explained in the following sections. A short description of the target population, sampling method, data collection as well as the data processing and analysis of this study are provided below.

1.5.2.1 *Target population*

The primary research of this study was conducted with guest house owners/managers in the Pretoria East region specifically. The population of this study consisted of all the guest houses that advertise through the biggest third party representatives. According to the University of Pretoria (2010:7), a third party representative can be explained as an online service which offers reservation and marketing facilities for guest houses. This service is operated by companies and is a method which guest houses can use to distribute their offerings without spending too much. Some of the third party representatives also call themselves accommodation guides (Sleeping-OUT, 2012).

The population was collected in the following way. The researcher went onto Google, which is a well-known search engine on the Internet and “Guest houses in Pretoria East” was the key word used to search for all the guest houses that advertise in the accommodation guides/third party representatives. At the time of this study, the accommodation guides/third party representatives that appeared on the search engine Google were Sleeping-OUT, SafariNow.com, SA-Venues.com, AA Travel Guide, SA Places, Travel 2 Stay, Bedhunt.com, Safari Accommodation and WhereToStay.co.za. From these above-mentioned accommodation guides a number of guest houses were identified, but only the guest houses that fall within the borders of the Pretoria East region, according to the City of Tshwane map attached in Appendix A, act as the population. A target population of 55 guest houses was identified, as these were guest houses that are active online. Six of these guest houses had closed since the researcher had compiled

the total population. Therefore, the total target population was reduced to 49 guest houses.

1.5.2.2 *Sampling method*

The two approaches that can be used to obtain information from a population are a sample or census. A sample can be explained as a subset of the population. A census is used when the whole population is asked to partake in the research (Cooper & Schindler, 2008:374). Due to the nature of this study, a census approach was used to survey the total target population.

1.5.2.3 *Data collection*

A questionnaire was the quantitative data collection instrument. A pilot test was performed, using the survey instrument, to determine the mistakes and weaknesses the data collection instrument had. The researcher pre-tested the questionnaire on three respondents who were not part of the target population, in order to perform this pilot test. Primary data was collected by means of utilising more than one of the survey methods. The total target population was contacted telephonically to introduce and invite the guest house owners/managers to participate in this study. Firstly, the researcher asked the guest house owners/managers to make an appointment to conduct a personal interview. The researcher completed the questionnaire on behalf of the respondents during these personal interviews. There were a few guest house owners/managers who had very busy schedules, and could not make an appointment with the researcher. In these situations, the researcher offered to undertake a telephone interview, whereby the researcher asked the questions from the questionnaire and completed it on behalf of the respondent. In other situations, the researcher proposed to send the questionnaire via email so that the respondents could complete it by themselves and then send it back to the researcher. Data was collected in an ethical manner. The ethical considerations are discussed below.

Ethical considerations

The research process was directed by the ethical standards as set by the University of South Africa. The data collection instrument was evaluated by senior professors of the department, before the participants were asked to complete the questionnaire. The significance of participation in the study was also explained to the respondents, as to obtain informed consent. It was also explained to the participants that all the data and information obtained would be treated as confidential, and only those directly involved with the gathering and analysing of data would have access to the information.

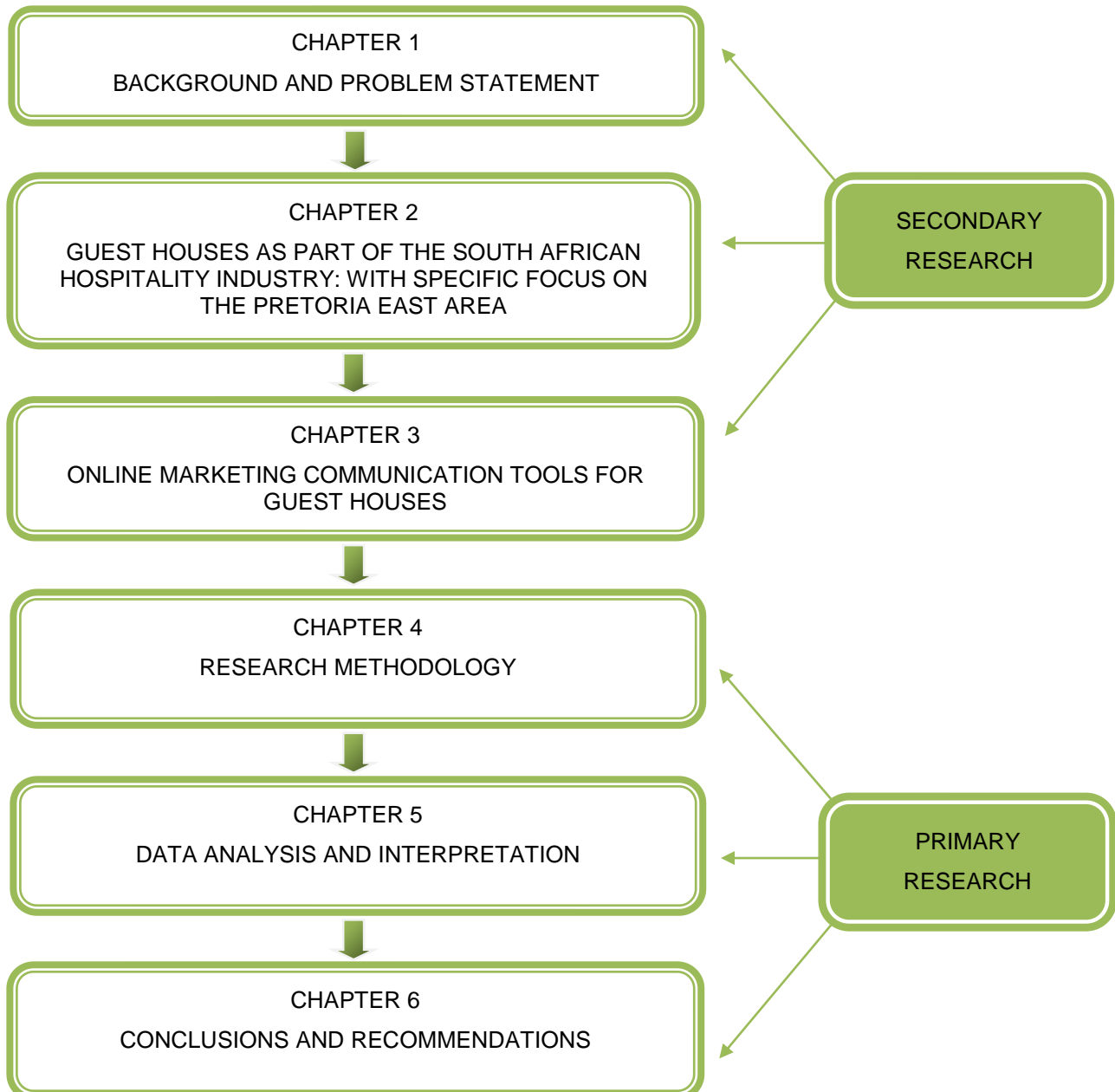
1.5.3 Data processing and analysis

The completed questionnaires were inspected to ensure that all the answers were correctly completed. All the questions in the questionnaire were coded, except for Questions 13 and 14 because these were open-ended questions. Data was captured on an Excel spreadsheet and a statistical package, namely SPSS, was used for the data analysis. Thereafter, the descriptive statistical analysis was performed where the data was summarised by means of figures and tables. The next step was to conduct the inferential statistical analysis and to develop and test hypotheses forthcoming from the statistics. The data analysis and findings are discussed in Chapter 5 of this dissertation.

1.6 LAYOUT OF THE CHAPTERS

In this section, the layout of this dissertation will be presented and a short description of the content of each chapter will be explained. Figure 1.1 below outlines the flow of chapters, which are subsequently briefly discussed.

Figure 1.1: Flow of chapters



Chapter 1: Background and problem statement

Chapter 1 introduces the fundamental components of this study, with all the required background information and an explanation of the research problem. The key terms are defined and the objectives of the study are listed in this chapter. An overview of the research methodology and the layout of the chapters are discussed.

Chapter 2: Guest houses as part of the South African hospitality industry: with specific focus on the Pretoria East area

Chapter 2 deals with a literature review on tourism management and guest houses as part of the hospitality industry, together with the nature of such a hospitality product and service offering. A detailed discussion on the accommodation sector and guest houses is included in this chapter and the quality assurance process of guest houses is explained. The role of Internet marketing and previous research regarding this are also discussed in this chapter.

Chapter 3: Online marketing communication tools for guest houses

Chapter 3 consists of a literature review on the marketing mix and the communication process, as well as all the available off-line marketing communication tools. The Internet is defined and the online marketing communication models are explained, as well as discussing all the marketing communication tools available online for guest houses to communicate their products and services. Reasons why guest houses should communicate through the Internet are also presented in this chapter.

Chapter 4: Research methodology

Chapter 4 presents a detailed explanation of the methodology used in the study. This chapter includes the secondary sources where the required information was obtained, the research population, the data collection process which made use of a survey questionnaire and all the methods utilised in the process of analysing the data.

Chapter 5: Data analysis and interpretation

Chapter 5 is devoted to a detailed examination and analysis on the results of the survey. The first part of this chapter contains the descriptive analysis of the research findings and the second part discusses the inferential analysis of the research findings. A table which summarises the findings is presented to condense the main findings.

Chapter 6: Conclusion and recommendations

In Chapter 6 the conclusions and recommendations of this study are outlined. This chapter addresses the research aims and objectives, the confirmations and also reports on the conclusions and recommendations in relation to the objectives of this study. A table which illustrates the substantiation of the research objectives is provided in this chapter, together with the limitations of the study. Further research suggestions are offered and the final conclusion is presented.

In the following section, the key terms relating to this study are identified.

1.7 DEFINING THE KEY TERMS

This study includes a number of important terms such as Internet, marketing communication, World Wide Web, Internet marketing, websites and guest houses. In this section, all these key terms with regards to this study will be discussed.

Prasad, Reddy and Karthik (2011:162) define the **Internet** as "... the globally-established network where different users or systems exist and it provides the better scalability and openness to the users in terms of services."

McDaniel, Lamb and Hair (2008:445) explain that **marketing communication** involves the information that marketers communicate about an organisation's products and services to its target market via promotion programmes.

Oxford Dictionary Pro (2013) defines the **World Wide Web** (WWW/Web) as “an information system on the Internet which allows documents to be connected to other documents by hypertext links, enabling the user to search for information by moving from one document to another”.

Internet marketing can be defined as the procedure whereby consumer relationships are built and maintained through online activities which facilitate the exchange of ideas, products and services that satisfy the customer (Mohammed, Fisher, Jaworski, & Paddison in Wymbs, 2011:94).

A **website** is defined as content which is accessible on the World Wide Web that has numerous subject-related web pages and data files accessible through a browser. Each website has its own unique Web address and it can be reached through an Internet connection (Business Dictionary, 2013).

A **guest house** is defined as an establishment that provides appropriate accommodation and services with a more personal touch to temporary guests for payment (Henning, 2007:2). This is only one definition out of many for a guest house. A more comprehensive discussion on definitions of guest houses will be provided in the next chapter.

CHAPTER 2:

GUEST HOUSES AS PART OF THE SOUTH AFRICAN HOSPITALITY INDUSTRY: WITH SPECIFIC FOCUS ON THE PRETORIA EAST AREA

2.1 INTRODUCTION

Tourism occurs globally and is the fastest growing industry worldwide (George, 2008:3). In this chapter, the tourism management model is discussed in order to indicate how the hospitality industry forms part of the overall tourism industry of South Africa. In addition, it explains that the accommodation sector is part of the hospitality industry and that guest houses are a type of accommodation offered to travellers. Guest houses have a rich history in South Africa and the guest house sector has developed significantly over the last few years. The business context of guest houses will be discussed, as well as the services and product offerings presented by guest houses in Pretoria East. The reason why guests frequently stay in guest houses and the different segments in the target market of guest houses in Pretoria East will be looked at. Guest houses operate in an external environment with variables that have an impact on the way such a business operates. Quality assurance steps and related activities considered by guest house managers and owners in Pretoria East will be discussed. Lastly, the role of Internet marketing in the tourism industry will be introduced and previous research regarding Internet marketing in the tourism industry will be tabulated for discussion.

2.2 TOURISM MANAGEMENT

First of all, it is imperative to understand what is meant by the word 'tourism'. The Department of Economic and Social Affairs (2010:1) defines tourism as "... a social, cultural and economic phenomenon which entails the movement of people to countries or places outside their usual environment for personal or business/professional purposes." The people referred to in the definition are known as visitors. Visitors can be tourists or

excursionists, residents or non-residents. Tourism includes all the activities regarding these visitors and will now be discussed in more detail.

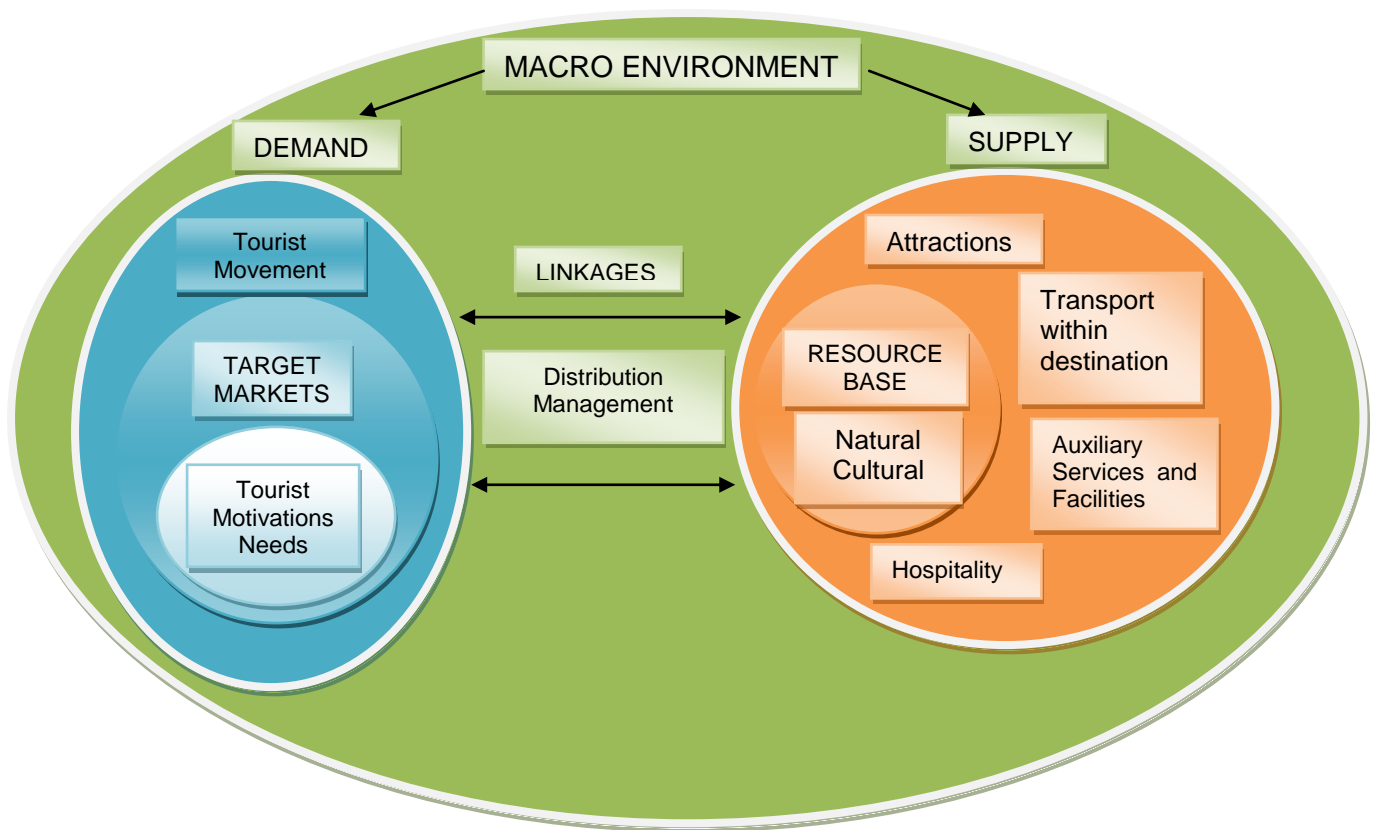
A visitor is an individual who travels under certain circumstances: namely, for business, leisure, education, health, shopping, visiting friends or relatives, religion and transportation (Department of Economic and Social Affairs, 2010:1). Thus, visitors can be classified as visitors if the individuals travel for almost any reason. This is unlike the past description where individuals were only viewed as visitors when they travelled for leisure.

Now that it is clear what is meant by the term 'visitor', one should define what a traveller is. Travellers can be defined as visitors who go on 'a trip between two or more countries or else between two or more destinations within their resident country (United Nations World Tourism Organisation in Department of Tourism, n.d.:8).

As mentioned above, visitors can be tourists or excursionists as well as residents or non-residents. A traveller is called a **tourist** when he/she stays overnight at the destination travelled to, whereas an **excursionist** can be explained as a traveller who only visits the destination and returns back home on the same day. Visitors can also be residents or non-residents. **Residents** can be described as visitors who visit a destination within the country they stay in. **Non-residents** are foreign visitors who come from a country different from the destination that is visited (Department of Economic and Social Affairs, 2010:17).

Tourism operates in a business management system in which a number of variables can influence the industry. The tourism management model in Figure 2.1 below is a visualisation of all the variables that impact on the tourism business/sector.

Figure 2.1: Tourism management model



Source: Adapted from Lubbe (2005:4)

All the elements in the above model play an important role in the business of tourism. All elements of the tourism management model will now be explained.

2.2.1 Macro environment

The macro environment is a composition of all the variables and factors outside the tourism industry which can have a positive or a negative influence on all the elements within the tourism management model. Francis (2005:4) states that the macro environment determines how and where people will travel. This confirms the influence that the macro environment has on the tourism industry. The macro environment consists of six sub-environments that are known as variables (De Beer, 2012:30). These six sub-environments are the economic environment, social environment, technological environment, natural environment, political environment and international environment, all of which will be discussed in Section 2.5.3 of this chapter.

2.2.2 Tourism demand

Lubbe (2007:3) points out that tourism commences with the individual traveller and the needs and wants of this individual traveller. The demand-side of tourism is about why visitors travel, when they travel, where visitors go and what they do while they are at the destination. The demand-side of tourism can be divided into three aspects, which are tourist motivations and needs, target markets and tourist movement.

2.2.2.1 *Tourist motivations and needs*

Any business in the tourism industry has to know why visitors travel and what their needs and wants are. The need a visitor has contributes to the visitor's motivation for travelling to a specific destination. Additional to this, the visitor's motivation leads to a specific travel behaviour. This provides the main reason why visitors travel, why they make certain decisions and why they buy specific tourism products and services. Furthermore, it is vital to recognise that the motivation of visitors is an important factor which forms a linkage between the needs of visitors and their final purchase behaviour (Queiros, 2005:31). For example, when visitors have the need to travel for business, the motivating factor for travel will be business.

2.2.2.2 *Target markets*

As Tlhagale (2005:49-53) reports, visitors are known to be the key actors in the tourism industry. It is for this reason that every tourism business should know and understand everything about its specific target market. In order to accomplish this, the intended market should be divided into groups, also known as market segments. There are four methods one can use to segment a market and they are geographic segmentation, demographic segmentation, psychographic segmentation and behaviouristic segmentation (Erasmus, Strydom & Rudansky-Kloppers, 2013:394-395). There are two methods of market segmentation that can be added to the four methods mentioned above, and they are product-related segmentation and purpose-of-trip segmentation (Alebaki & Iakovidou, 2011:125). These two methods will assist in segmenting the tourism markets in particular. The product-related segmentation is a more direct segmentation method, as this method

classifies the potential consumers through the needs and wants which individuals seek in a tourism product (Cook, Yale & Marqua in Tlhagale, 2005:53). Purpose-of-trip segmentation refers to the method which is used when potential consumers are divided into sub-groups after establishing the reason or purpose of travelling to a specific tourism business (Tlhagale, 2005:53).

2.2.2.3 Tourist movement

Tourist movement has to do with the overall tourism activities within the tourism industry - for example, the travel patterns of visitors and tourism markets in the world (Olivier, 2005:60). Businesses in the tourism industry have to be aware of visitors' travel patterns. This is an essential aspect for businesses to determine beforehand, as this will lead them to identify their intended market for the specific business venture, within this fast-growing industry. There are tourism markets all around the world that have travellers who are fond of visiting South Africa. Every business in the tourism industry of South Africa has to be aware of who these markets are. According to the Department of Tourism (2011:7), all the long-term opportunities lie in the new upcoming middle class tourism markets which are Africa, China, India and Latin America. Due to the strategic position of Pretoria East and the Tshwane metropole, there are various reasons for visiting the city such as government visits, cultural visits, etc. as discussed below.

2.2.3 Tourism supply

The supply-side of tourism is mainly focused on the businesses at different destinations that provide products and services to visitors. The reasons why visitors decide to travel to a destination or a country is due to the destination's unique characteristics, travelling for business and travelling for leisure. As this dissertation focuses upon the South African context, the unique characteristics of this country can be the scenery, wildlife, cultural diversity, wine or the country's history. Each one of these characteristics is reflected in some sort of a tourism organisation or business in the country (Lubbe, 2007:6).

The natural and cultural resource bases are components of the environment, which are known to be the resources and elements on which the tourism destination or business is

based. In other words, the environment is the surroundings that encourage visitors to travel to a specific destination. Elements of the environment include national parks, coastal resorts, lakes, mountain ranges, galleries, museums, different cultures, historic towns/cities and attractive villages. The natural and cultural resource bases are the core part of the supply-side in the tourism management model and these are depicted in Figure 2.1 (Queiros, 2005:73).

Findings from Queiros (2005:72) indicate that the natural resource base is mainly about the sustainable development and environmental management of tourism destinations and businesses. Development of protected areas is also an aspect that falls under the natural resource base. National parks are an example of how South Africa contributes to the development of protected areas.

Furthermore, the cultural resource base must also be considered, as this is the resource that enables community involvement and it can definitely be beneficial to the destination businesses, as well as to the community members of the destination. South Africa has the following cultural resources to offer visitors: a variety of art and music, fine cuisine, festivals, the film industry, cultural villages, prehistoric rock art, monuments, museums, etc. (Queiros, 2005:96).

The core elements of tourism supply have been identified. What the tourism industry offers to visitors will be covered next. All the sectors within the tourism industry are described in Figure 2.1. These sectors are attractions, transport and hospitality, as well as auxiliary services and facilities (Botha, 2005:102).

Firstly, the *attraction sector* within the tourism supply of South Africa needs to be mentioned. Middleton and Clarke (2001:246) define an attraction as “a designated resource which is controlled and managed for the enjoyment, amusement, entertainment, and education of the visiting public.” As stated in this definition, the attraction must be controlled or managed. This stresses the fact that an attraction cannot be left alone and unmanaged, because the location has to be preserved and the natural and cultural resources at the locations must be managed accordingly (Lehmann, 2008:58).

Botha (2005:105) observes that there are two types of attractions: namely, natural attractions and man-made attractions. Natural attractions are the oldest form of attractions, and they have extraordinary natural beauty and awareness to offer. Examples of natural attractions in South Africa are: Table Mountain, the Namaqualand wild flowers during the rainy season in the West Coast, the hole in the wall in the Eastern Cape, beaches all around the coast and all the National Parks in South Africa.

Man-made attractions, on the other hand, are attractions built by humans. However, man-made attractions can be separated into two different categories. The first category of attractions is those that were specially built to attract visitors. Gold Reef City, Ratanga Junction, Sun City and all the other casinos and resorts in South Africa are examples of man-made attractions specifically built for visitors. The second category of attractions is the attractions that were initially built for a core function other than attracting visitors. The Victoria and Alfred Waterfront in Cape Town and other shopping centres in South Africa are examples of such types of attractions.

Secondly, the *transport sector* plays a big role in the tourism industry of South Africa. The transport sector can be divided into transport within the destination and transportation to and from the destination. The transport within the destination forms part of the supply-side of tourism. Transport within the destination is the transport visitors use to travel on, while at their destination. The Gautrain, public transport and motor vehicles are examples of transport used within a destination in the South African context.

Thirdly, the *hospitality sector* of tourism supply consists of three components, which are accommodation, food services and gaming (Francis, 2005:113). The hospitality sector forms an industry on its own. A more comprehensive discussion on the hospitality industry can be found in Section 2.3 of this chapter.

Lastly, *auxiliary services and facilities* can be explained as all the other services and facilities visitors utilise while they are at the destination. In other words, all the other services and facilities that are not the primary attraction, but are there to support the primary attraction. For instance, when a visitor visits Durban beach, it is seen as the primary attraction for travelling. But this visitor sleeps over at an accommodation

establishment and eats out in restaurants. These services and facilities are thus the secondary attractions. These secondary attractions refer to the auxiliary services and facilities at a destination.

2.2.4 Linkages between demand and supply

As depicted in Figure 2.1, the linkages between demand and supply refer to distribution management. Lubbe (2005:203) points out two purposes of distribution. Firstly, suppliers make their services *available* to visitors by offering information through different distribution channels. Secondly, suppliers make their services *accessible* to visitors by offering the methods that can be used to purchase in advance, through the use of distribution channels, which can include the Internet.

2.3 HOSPITALITY INDUSTRY

The hospitality component of the supply-side in the tourism industry will be comprehensively discussed, as the hospitality industry is the focal point of this study. When individuals think of restaurants and hotels, they normally relate this to the hospitality industry. However, the hospitality industry is much wider than just restaurants and hotels (Barrows & Powers, 2009:4).

Oxford Dictionaries (2013) define the term 'hospitality' as "... the friendly and generous reception and entertainment of guests, visitors or strangers." Ottenbacher, Harrington and Parsa (2009:280) argue that hospitality is a general term for a number of industries, and that researchers should focus on a specific segment within the hospitality industry. By keeping this in mind, it is important to understand what exactly is meant by the hospitality industry.

The hospitality industry includes all business and leisure travel activities such as accommodation, conferencing, conservation, conventions, entertainment, event hosting, exhibitions, fitness, gaming, guiding, hospitality, hunting, recreational activities, safaris, sightseeing, spas, sports activities, tours, travel and transportation (CATHSSETA, 2013:4).

Chon and Maier (2010:5) define the hospitality industry as all the businesses that offer guests, visitors or strangers, services away from their homes. All these businesses in the hospitality industry are part of one of the segments or sectors in the hospitality industry. The hospitality industry is by far the largest industry in South Africa, as there are a total of 18 156 registered enterprises (CATHSSETA, 2013:4).

2.3.1 Sectors in the hospitality industry

The hospitality industry consists of the following three sectors: namely, accommodation or lodging, food and beverage services and gaming. A hospitality business or provider can fall into one of these segments, and in some cases more than one (Francis, 2005:113).

When tourists travel to a destination, they will have to make use of some type of accommodation. Accommodation is recognised to be any type of establishment that a tourist can sleep or overnight in, and where this accommodation establishment provides a service for the guests. There are various types of accommodation and all of these will be discussed in Section 2.4 of this chapter.

The food and beverage service sector includes drinking and eating establishments, which vary from restaurants, fast food businesses and roadside food establishments to coffee shops and shebeens. This sector is mostly linked with the accommodation sector, since most accommodation establishments have services such as breakfast, dinner and even a restaurant or a bar (Lubbe, 2007:17).

Gaming can also be seen as entertainment in the form of gambling. Gaming forms part of the wider hospitality industry. In the past, gambling was regarded as illegal in South Africa, as well as internationally. Today, this sector has progressed into a major part of the hospitality industry in South Africa. In South Africa and all around the world, various gaming industries have been created for the following purposes: encouraging tourism, strengthening local and provincial economies, providing employment opportunities and creating tax revenue (Lubbe, 2007:17-18).

2.3.2 Nature of the hospitality product and service offering

A hospitality product differs from the normal product purchased in supermarkets, since the hospitality product is in fact a service that is delivered to the guest or visitor. When a guest or visitor purchases a hospitality product, he/she will receive tangible and intangible components, for which reason one can call it a hospitality product and service. What exactly is meant by tangible and intangible aspects?

Tangible aspects refer to the physical objects the guest or visitor can touch and see while at a specific destination or business - for instance, the bed a guest sleeps on and the towel that is used while staying at the hotel. The *intangible aspects* refer to the psychological experience the guests or visitors receive while at a destination. In other words, the service delivered involves things that are untouchable. An example of this is the receptionist's friendliness and kindness when the guest checks in at a hotel (Francis, 2005:114).

Furthermore, a hospitality product and service offering is characterised by three additional unique aspects, namely: perishability, presence and non-standardisation. The hospitality product or service cannot be stored like a normal product that can be purchased in a supermarket. It is *perishable*, as rooms that are not booked and sold for the night are seen as lost inventory. The guest or visitor has to be *present* for this service to take place, so that they can make use of the physical products the business has to offer. A hospitality product or service cannot be *standardised*, because every guest or visitor is different and the service deliverer has to provide a service and product according to each guest's needs (Abbott & Lewry in Francis, 2005:114).

All the aspects stated above are offered by any business within the hospitality industry, and represent the guest experience when they visit or travel to a destination. Each one of these aspects has to be in place when hospitality products and services are delivered. If all of these aspects are in place, it will ensure that the guests or visitors have a satisfactory experience while they are purchasing a hospitality product and service.

2.4 ACCOMMODATION SECTOR

Visitors that want to stay overnight at a destination have to utilise some type of accommodation at the destination (Department of Economic and Social Affairs, 2010:28). These overnight visitors who stay in the accommodation establishment are referred to as guests. The accommodation sector is one of the many sectors within the hospitality industry. This sector is also diverse, ranging in a number of accommodation types that can be offered to guests, as discussed below.

2.4.1 Types of accommodation

The most familiar type of accommodation that people relate to the hospitality industry is *hotel* accommodation. Hotels play an important role in the hospitality industry. As explained by Francis (2005:116), a hotel's core way of business is to offer and sell rooms, which are known to be the tangible aspect, as well as a service that is delivered while the guests are at the hotel. The Tourism Grading Council of South Africa (2011:1) describes a hotel as an establishment that normally has more than 20 rooms to let. A hotel has a reception area and provides dining facilities. Normally, hotels will have a liquor licence and will serve breakfast and dinner. The costs associated with hotels depend on the kind of hotel the guests wish to visit. Each one of these kinds caters for a unique market in the hotel segment. Commercial hotels, airport hotels, suite hotels, residential hotels, resort hotels, bed and breakfast hotels and casino hotels are some of the type of hotels found in South Africa. Boutique hotels are another type of emerging hotel offered in South Africa. These hotels offer an additional facility and service, namely boutique or spa facilities, which can include fully-equipped treatment rooms, a sensation shower, a tranquillity lounge, a health bar, a spa menu, a pool lounge, a rain shower and a fitness centre (The Oyster Box, 2013).

Another type of accommodation that can be offered to guests is *lodges*. A lodge can be explained as a small house or country house that is occupied by guests during the season for different types of sports such as shooting, hunting and skiing (Oxford Dictionaries, 2013). In South Africa, there are two general kinds of lodges that guests can occupy: namely, game lodges and guest lodges.

Motels are a type of accommodation that guests can stay in overnight. This type of accommodation is usually next to the main road and it has plenty of parking to accommodate guests. Another accommodation type that is becoming popular in South Africa is *timeshare accommodation*. Nowadays timeshare accommodation can be exchanged all over the world and this is what makes this type of accommodation so popular (Lubbe, 2007:17).

Inns are typical establishments that offer commercial facilities, which refer to a place that is open to the public and has a prominent sign outside or on the building. It can be used corporately or privately, and normally it has 12 to 20 or more rooms (Notarius & Brewer, 2001:12). A *cottage* as an accommodation type is known to be a small house in a resort or in the country and is mainly used for holiday purposes (Collins English Dictionary, 2012).

The tourism Grading Council of South Africa (in Self-Catering Cape Town, 2012) defines *self-catering* accommodation as “a house, cottage, chalet, bungalow, flat, studio, apartment, villa, houseboat, tent or similar accommodation where facilities and equipment are provided for guests to cater for themselves. The facilities should be adequate to cater for the maximum advertised number of residents the facility can accommodate”.

Another format is the *Bed and Breakfast establishment*. University of Alaska Center for Economic Development (2008:1) defines a Bed and Breakfast establishment as a private residence of the guest house owner, where a guest is provided with a bed for the night and then breakfast the following morning before departure. The owner or manager is primarily interested in making some extra money by renting out an extra bedroom or two. A Bed and Breakfast is also referred to as a B&B. The vital point to take from this definition is that the rooms are located in the owner's occupied residence, which is the main difference that distinguishes B&Bs from guest houses. B&Bs are establishments that are part of a private home and do not offer commercial facilities like motels and hotels do (Notarius & Brewer, 2001:9).

Last but not least, *guest houses* also form part of the accommodation sector. This is an accommodation type that has grown tremendously in the past few years. As guest houses

are the main focus of this study, an extensive discussion about guest houses can be found in the following section.

2.5 GUEST HOUSES

Guest houses are a relatively new type of accommodation within South Africa. As indicated by Francis (2005:119), guest houses matured in the last few years and they are winning a reasonable proportion of the hospitality market share, especially in Pretoria. Currently, there are various definitions for a guest house, a few of which are as follows:

- Incompass (2012) defines a guest house as “...either a converted house, manor etc., adapted to accommodate overnight guests or it may be a purpose-built facility. A guest house is run as a commercial operation and is often owner-managed. A guest house has public areas which are for the exclusive use of the guest. The owner/manager either lives off-site, or in a separate area within the property.”
- Henning (2007:2) explains that “a guest house provides suitable accommodation and services to temporary visitors for payment.”
- Merriam-Webster Learner’s Dictionary (2012) describes a guest house as “a building that is separate from the main house of a property and that is used for guests.”
- Scotland’s National Tourism Organisation (2013) provides a definition of a guest house that states: “A guest house normally has at least 4 letting bedrooms, some with en-suite or private facilities. It is usually run as a commercial business. Breakfast is available and evening meals may be provided.”

The problem with these definitions is that not one of the definitions covers all the key elements that are an exact description of what a guest house in South Africa really is. The main elements that are pointed out below were gained from the four definitions of a guest house above. These main elements are:

- “...commercial operation and is often owner-managed.”
- “...suitable accommodation and services to temporary visitors for payment.”
- “...converted house or a purpose-built facility.”
- “Breakfast is available and evening meals may be provided.”
- “...has at least four letting bedrooms...”
- “...some with en-suite or private facilities.”
- “...owner/manager lives off-site, or in a separate area within the property.”
- “...has public areas which are for the exclusive use of the guest.”
- “...building that is separate from the main house of a property and that is used for guests.”

Taking all these main elements into consideration, the following derived definition of a guest house can be formulated, for the purpose of this study:

A guest house is a commercial business that provides suitable accommodation and facilities to temporary guests for a fee; the building is a renovated house or a house built for the purpose to accommodate overnight guests, and provides breakfast and supper. It consists of a minimum of four bedrooms with some that are en-suite, and it is often managed by the owner. Furthermore, it has public areas which are allocated for the utilisation of the guests only; the owner or manager lives in a different location from the property or in a detached separate area on the property.

People often fail to differentiate between guest houses and B&Bs. However, there is a significant difference between guest houses and B&Bs. If one looks at the definitions of these two types of accommodation, it is clear what the differences are. The researcher formulated Table 2.1 to indicate the differences between a B&B and a guest house.

Table 2.1: Characteristics of a guest house and a B&B

Guest house	B&B
Often owner-managed	Often owner-managed
Provides accommodation and services to temporary visitors for payment	Provides accommodation and services to temporary visitors for payment
Breakfast is available and dinners may be provided	Normally just serves breakfast
Has a minimum of four bedrooms	Can have one bedroom rarely more than two
The owner or manager's house is separate from the house that accommodates guests	Rooms are located in the owner's occupied residence

Source: Researcher's own interpretation

Table 2.1 lists the main similarities and differences between guest houses and B&Bs. The significant difference is that the owner or manager of a B&B lives in the same building as the guests, while the owner or manager of a guest house lives in the main building of the property and the guests in a separate house on the property. Also, the minimum number of rooms is also a distinguishing factor between these two establishments.

2.5.1 Brief history of guest houses

The word 'guest house', is directly translated from the Dutch word 'gasthuis' and the German word 'gasthaus' (Interglod, 2013). From 1995, when the Rugby World Cup was hosted in SA, there was an instant development and growth in the guest house sector in the country (Henning, 2007:2).

In South Africa, the term 'guest house' quickly established itself as a household word, and there are many guest houses that operate in all the different provinces within the country. The guest house sector in fact contributes a great deal to South Africa's tourism product offering and forms an integral part of the country's tourism reputation. Throughout the years, guest houses became for many travellers the ideal choice of accommodation, while travelling to and within South Africa (Henning, 2007:2).

Another turning point in the development and further growth of the guest house industry was the 2010 FIFA World Cup Soccer event that was staged in South Africa. On the 4th

of May 2004, it was announced that South Africa would host the 2010 World Cup event of the Fédération Internationale de Football Association, also known as FIFA (Darkey & Horn, 2009:78). This mega event also made a further, large contribution to the guest house sector in South Africa. The reason for this was that the mega event depended on the accommodation which was offered by guest houses. Therefore, all the visitors and spectators from other countries could be hosted, as the existing accommodation infrastructure such as hotels were incapable of fulfilling the accommodation needs of the soccer tourists (Henning, 2007:2).

2.5.2 Business context of guest houses

The business context of a guest house has to do with the size or class classification of the business. Firstly, it is essential to understand what is meant by the expression 'small business'. Section 1(e) of the National Small Business Amendment Act (29/2004) defines a small business or enterprise as a separate business unit, plus any branches it might have. It includes co-operative enterprises which involve non-governmental organisations. This business or enterprise can be managed by more than one or only one owner, and it is generally accepted that the business or enterprise operates in any sector or subsector of the economy. In this sense, a guest house can be seen as part of the small business sector.

The sectors or sub-sectors of the economy referred to here appear in Column 1 of Table 2.2 below. Furthermore, a small business can be classified as a micro-, a very small, a small or a medium enterprise. This classification will depend on the following factors: total full-time equivalent of paid employees, total turnover and total gross asset value (fixed property excluded). These three factors of an enterprise will influence the category into which the establishment falls. These factors are indicated in Columns 3, 4 and 5 of Table 2.2.

Table 2.2: Small business classification

Column 1	Column 2	Column 3	Column 4	Column 5
Sector or subsector in accordance with the Standard Industrial Classification	Size of class	The total full-time equivalent of paid employees	Total turnover	Total gross asset value (fixed property excluded)
Agriculture	Medium Small Very Small Micro	100 50 10 5	R5m R3m R0.50m R0.20m	R5m R3m R0.50m R0.10m
Mining and Quarrying	Medium Small Very Small Micro	200 50 20 5	R39m R10m R4m R0.20m	R23m R6m R2m R0.10m
Manufacturing	Medium Small Very Small Micro	200 50 20 5	R51m R13m R5m R0.20m	R19m R5m R2m R0.10m
Electricity, Gas and Water	Medium Small Very Small Micro	200 50 20 5	R51m R13m R5.10m R0.20m	R19m R5m R1.90m R0.10m
Construction	Medium Small Very Small Micro	200 50 20 5	R26m R6m R3m R0.20m	R5m R1m R0.50m R0.10m
Retail and Motor Trade and Repair Services	Medium Small Very Small Micro	200 50 20 5	R39m R19m R4m R0.20m	R6m R3m R0.60m R0.10m
Wholesale Trade, Commercial Agents and Allied Services	Medium Small Very Small Micro	200 50 20 5	R64m R32m R6m R0.20m	R10m R5m R0.60m R0.10m
Catering, Accommodation and other Trade	Medium Small Very Small Micro	200 50 20 5	R13m R6m R5.10m R0.20m	R3m R1m R1.90m R0.10m
Transport, Storage and Communications	Medium Small Very Small Micro	200 50 20 5	R26m R13m R3m R0.20m	R6m R3m R0.60m R0.10m
Finance and Business Services	Medium Small Very Small Micro	200 50 20 5	R26m R13m R3m R0.20m	R5m R3m R0.50m R0.10m
Community, Social and Personal Services	Medium Small Very Small Micro	200 50 20 5	R13m R6m R1m R0.20m	R6m R3m R0.60m R0.10m "

Source: National Small Business Amendment Act (No 26 of 2003)

According to Table 2.2, in the sector of catering, accommodation and other trade, a *medium enterprise* must have a total of 200 full-time equivalents of paid employees, a R13 million total turnover and a R3 million total gross asset value with fixed property excluded. For a *small enterprise*, a total of 50 full-time equivalents of paid employees, a R6 million total turnover and a R1 million total gross asset value with fixed property excluded, are required. *Very small enterprises* must consist of a total of 20 full-time equivalents of paid employees, a R5.1 million total turnover and a R1.9 million total gross asset value with fixed property excluded. A *micro-enterprise* must have a total of 5 full-time equivalents of paid employees, a R200 000 total turnover and a R100 000 total gross asset value with fixed property excluded.

Guest houses which are part of the accommodation sector will therefore fall in either the micro- or very small enterprise classifications. The medium and small enterprise classifications consist of too many full-time employees and their turnover and gross asset value are too high for a guest house to be classified in this category. Having looked at the general classification of small businesses, guest houses fit into either the micro- or very small category. It is now important to focus on the area of study, namely guest houses in Pretoria East.

As postulated above, a guest house can be either a micro- or very small establishment and this type of accommodation forms part of the hospitality industry in South Africa. Francis (2005:119) points out the products and services that guest houses offer to their guests: namely, rooms with a 'home away from home' atmosphere, reasonable prices in relation to hotels' competitive prices, safety and security as guest houses are located in residential areas, free parking for guests, shuttles transporting guests to and from airports, breakfasts and dinners. Moreover, the rooms of such an establishment are usually spacious and luxurious with en-suite bathrooms and are fully equipped with all the modern conveniences (Nisar, 2012).

One of the new trends among guest houses in Pretoria East is that they have additional facilities, together with the traditional offerings of a guest house establishment. These additional facilities (services) are Wi-Fi facilities and a business meeting room (Nisar, 2012). Other additional facilities that a guest house can offer are a small conference

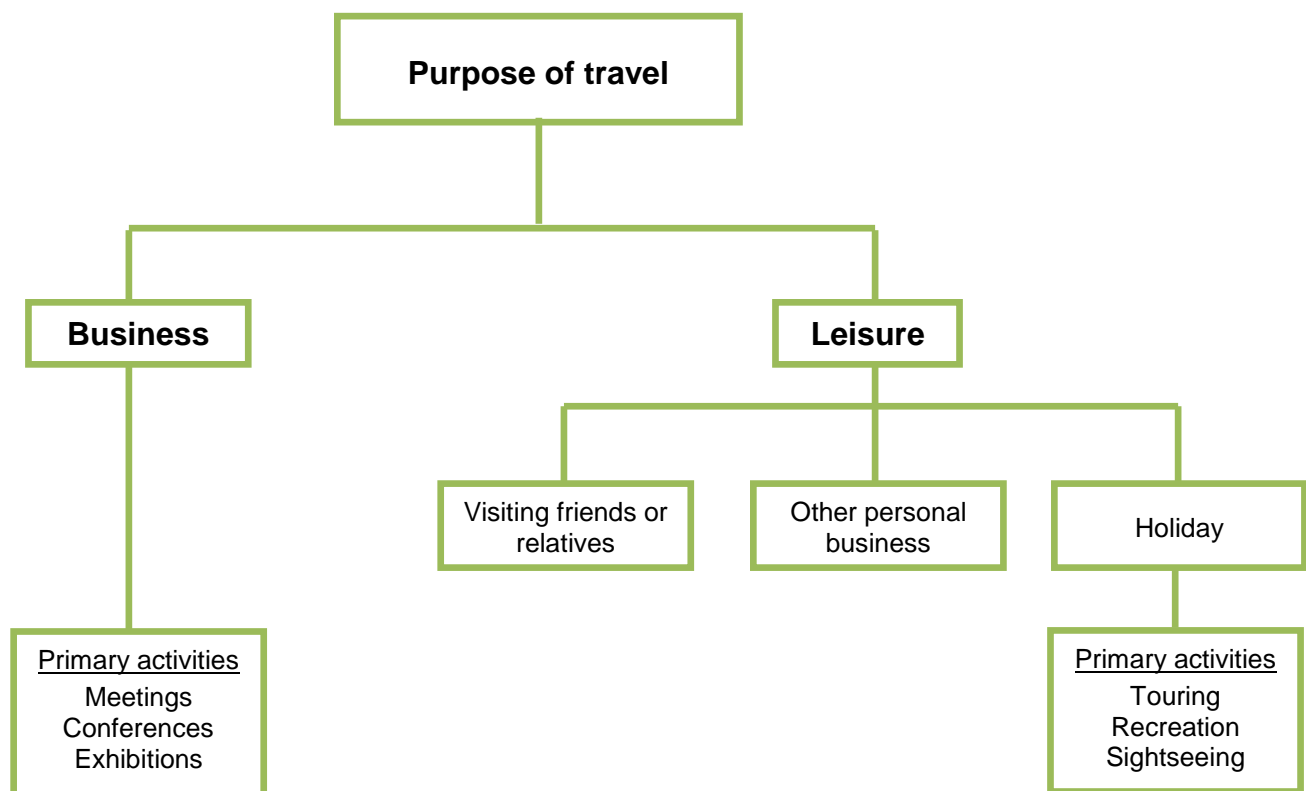
facility, a lecture room, spa facilities and bar facilities, as the establishment can have a liquor licence and a wellness centre (City of Cape Town, 2009:22).

The products and services a guest house provides to its guests will depend on what type of guests are targeted by the guest house. This can only be determined if it is clear why guests prefer certain guest houses in Pretoria East. In this study, the purpose of travel for guests, with specific reference to guest houses in Pretoria East, will be determined.

2.5.2.1 Type of guests

In order to find out exactly what type of guests will visit guest houses in Pretoria East, the travellers must be segmented into different groups. Guests can be segmented in accordance with their purpose of travel (Lubbe, 2007:3). The different purposes of travel for a guest are depicted in Figure 2.2 below.

Figure 2.2: The purpose of travel



Source: Lubbe (2007:4)

As can be seen in Figure 2.2 above, the purpose of travel can be divided into two main categories: namely, travelling for business purposes or leisure purposes. When a guest visits a guest house for business purposes, his/her primary activities while staying at the guest house will be that of business meetings, attending conferences and attending or exhibiting at exhibitions. However, when guests visit a guest house for leisure purposes, it can be because they are visiting friends or relatives, for other personal matters or they are there for holiday purposes. Furthermore, if guests stay in a guest house while they are on holiday, their primary activities will include touring, recreation and sightseeing in the area where the guest house is located. The business and leisure type of guest seeks and has different needs for different facilities and services while staying at a guest house. For example, a business type of guest will require Wi-Fi facilities and a business meeting room, whereas a leisure type of guest has the need for a spa facility at the guest house. In the following section, the macro environment of a guest house will be explained.

2.5.3 The macro environment of guest houses

The macro environment, in which a guest house in Pretoria East operates, is known to be the surrounding environment outside the guest house and the guest house owner or manager has no control over this environment. There are a number of variables in the macro environment that can affect businesses such as competitive guest house establishments in Pretoria East (De Beer, 2012:30). Therefore, it is vital for guest houses to be aware of these variables and to evaluate them on a regular basis. All the guest houses in Pretoria East will have to adapt to changes in the external environment to be successful. As stated in Section 2.2.1 of this chapter, the macro environment consists of six sub-environments. These six environments, with reference to guest houses in Pretoria East, are discussed below.

2.5.3.1 The economic environment

The economic environment can be defined as the environment which explains and analyses how a business produces, distributes and utilises products and services (Encyclopaedia Britannica in Kiley, 2011:40). In the economic environment of the guest house sector in Pretoria East, there are many factors that might influence the guest

houses and their target markets. According to Kiley (2011:41), there are various factors that might have an effect on the tourism industry, but more specifically the guest house sector of Pretoria East. These factors are:

- The disposable income of possible guests, as this can impact on the decisions of guests within South Africa. If a company pays for a person to travel for business purposes, the personal disposable income of the guest will have a minimum effect on the decision to use a guest house. Alternatively, if guests pay for themselves, their disposable income will have a major influence on whether or not they can afford to stay in a guest house. Information on growth of personal disposable income in South Africa includes: the average monthly disposable salary for mid-2013 is between R6 000 and R7 000. Approximately 30% of individuals in South Africa earn this average disposable salary or more per month (BankservAfrica, 2013:1). The biggest category of South African citizens earn a salary of between R10 000 to R12 000. They represent 12.7% of the working population. Merely 20% of disposable salaries are above R14 000 per month, and just over 25% of monthly disposable salaries in South Africa are below R5 000 per month. In June 2012, the average monthly disposable salary in South Africa was estimated at R9 724 (Economists, 2011). The average disposable salary for May 2013 was R10 848, which indicates that there was an increase in the average disposable income in a year's time (BankservAfrica, 2013:1). With this relatively low percentage of disposable income and the various demands being made on the amount of disposable income, it stands to reason that this is an inhibiting factor for guest houses which can in fact limit the number of potential guests.
- Interest rates in South Africa have an impact on the decisions a guest makes when travelling, as this also affects his/her disposable income levels in a private capacity. According to the South African Reserve Bank (2013), the current repo rate is 5% and the prime interest rate is 8.5%. The repo rate refers to the rate at which the private sector banks borrow money from the SA Reserve Bank. Prime interest rate is the set interest rate that commercial banks use when issuing variable interest rate loans to their customers. Interest rates also impact on guest houses in the sense

that they must service their bonds and loans. Currently the interest rate is quite low, making the servicing of bonds and loans much easier.

- The inflation rate in South Africa also impacts on whether or not a guest will have disposable funds to stay in a guest house. It is expected that inflation will average 6.1% - 6.2% for 2013 (Vollgraaff, 2013). While the inflation rate is quite low using the official inflation calculations it is a known fact that food inflation is quite high. Other variables impacting on guest houses are statutory prices of electricity and municipal services which is much higher than the official inflation rate.
- Exchange rates can impact on the decisions of possible foreign guests that want to stay in guest houses, especially if a guest house targets foreign visitors. Despite political upheavals during March 2013, the South African economy has remained relatively strong. A forecast GDP (Gross Domestic Product) growth of 2.8% for the year 2013 is expected. Despite the fact that the South African rand currency fell by another 2.0% versus the US dollar in March 2013, it has declined 16.7% over the past year. This is positive news for foreign travellers that have interest in South Africa. However, the country should continue to benefit from strong economic growth (RisCura Consulting, 2013:2). The seasonally adjusted real GDP at market prices for the first quarter of 2013 increased by an annual rate of 0.9% in contrast with an increase of 2.1% in the fourth quarter of 2012 (Statistics South Africa, 2013:1).

2.5.3.2 *The social environment*

The social environment is impacted by the characteristics of the population in which guest houses operate. The characteristics are also acknowledged as the demographics of the population. Demographics include aspects such as religion, culture, language, average age, lifestyle, educational levels and other relevant demographic aspects of potential guests (Kiley, 2011:39). These aspects can have an impact on the choice of guest house the guest decides to stay in. For example, the Muslim culture guests have certain food requirements and, if the guest house cannot cater for those requirements, these guests will choose another guest house that can accommodate their needs.

Other issues that guest houses should consider are that guests might have certain food allergies such as wheat, which means that the guest house must consider the dietary requirements of guests. Cheese, however, is seen as a very good food selection for European guests. Cows are sacred animals for some guests, yet cow's meat is used as the main ingredient in many forms of meat dishes. In many cultures alcohol is forbidden, but in other cultures alcohol consumption forms an important characteristic of their culture (Hotel Mule, 2008). The guest house must therefore take cognisance of all these issues in catering to its guests.

According to the Department of Tourism (2011:6), the demographic and lifestyle changes of travellers indicate that more young people are travelling for different reasons and that leisure time occurs less often for guests. These are changes that guest houses in Pretoria East should be aware of, in order to adapt to the changes of their potential guests' needs.

Another relevant factor of the social environment which has an impact on the demographics of the guest house population is the changing role of women. As women make up a large percentage of the labour force today, this will lead to more and more women staying in guest houses while travelling for business (De Beer, 2012:32). Aspects such as security will therefore be important and deserves serious consideration on the guest house's side.

2.5.3.3 *The technological environment*

De Beer (2012:33) reports that the technological environment consists of all the elements which provide growth for new and improved products and services. New technological developments can act as opportunities for guest houses in Pretoria East, but it can also pose threats. For example, the Internet has changed the way businesses function and the way people do business. Many guests do an online search before they book a room at a guest house. Thus, guest houses that want to reach a bigger market must consider advertising on the Internet. A guest house website with photos, rates and a possible reservation tool is an excellent way in which guest houses in Pretoria East can make use of available technologies in the industry (University of Alaska Center for Economic Development, 2008:26).

The Nielsen Company (in Nielsen Global Consumer Report, 2010:2) carried out a survey within 55 markets from Asia Pacific, Europe, Middle East, North America and South America in March 2010. The purpose of the survey was to look at how different consumers shop and book online. Globally, the online consumers on average said that 44% of them shop for books online, 36% shop online for shoes/accessories/clothing, 32% book airline tickets online and make reservations online, 27% shop online for electronic equipment, and 26% book tours and hotel rooms online.

When the modern travellers of today want to book rooms, they look at their computers instead of their telephones, as in the old days. For the duration of the third quarter of 2010, almost 56% of hotel bookings were made on the Internet. Making a reservation via the telephone seems to be outdated for many potential guests, especially with the increase in online booking and reservation tools which are available on the different establishments' websites (Carr, 2011). These booking tools can make it easier for guests to look, book and pay for the guest house rooms. As a result, guest houses in Pretoria East should make use of this opportunity and utilise the Internet in order to stay ahead of the other competing guest houses in the Pretoria East area. Another technological change which can have an impact on the product and service offering of guest houses is the fact that guests seek for Internet facilities at guest houses during their stay there. Therefore, guest houses will have to make sure that Wi-Fi facilities are available for the use of their guests.

2.5.3.4 *The natural environment*

The natural environment can be described as the existing natural resources and the availability and accessibility thereof. These natural resources refer to the climate, weather patterns and natural disasters, all of which influence the area where the guest houses are located (Kiley, 2011:37). Another natural resource that is used in the guest house industry is water, which is an important facility in providing accommodation for guests. Green issues such as recycling, the re-use of water and electricity are some of the key issues to be considered by guest houses.

The weather in Pretoria East offers a temperate climate and guests can enjoy warm, sunny weather during the summer, although at this time guests can also expect rain, as

this is the time of year for rainfall in Pretoria East. The winter weather is cool, but this only lasts for a few weeks. Summers are normally from October to March every year. A number of guests choose to stay in Pretoria East during October, as the city is colourful and fragrant while the Jacaranda trees are blooming. The winter season, with the coolest weather of the year, falls between June and August every year (World Guides, 2012), bringing opportunities for guest houses with winter sport supporters attending games in Pretoria.

2.5.3.5 *The political environment*

The political environment mainly refers to the government of a country, as the government of South Africa influences and controls guest houses by means of its monetary and legislative policies (De Beer, 2012:34). The government should maintain political stability in South Africa, so that foreign guests from other countries will have the confidence to visit the country. The statutory provisions that guest houses must comply with, such as paying taxes and certain legislation, have to be obeyed. Practical examples of legislation that guest houses have to comply with are the Business Act 71 of 1991, National Land and Transport Transition Act 22 of 2000, Liquor Act of 1989, television and satellite licences, smoking laws, Basic Conditions of Employment Act 75 of 1997, Labour Relations Act 66 of 1995, Employment Equity Act 55 of 1998, Skills Development Act 97 of 1998, Unemployment Insurance Fund Act 63 of 2001, Occupational Health and Safety Act 85 of 1993, Compensation for Occupational Injuries and Diseases Act 130 of 1993, as well as the Consumer Protection Act 68 of 2008 (Henning, 2007:193-199). Other legislation and government obligations that guest houses should consider are payment of value-added tax (VAT), matters relating to the Receiver of Revenue (SARS), as well as water and electricity payments to the municipality (Kokt, 2013:8-9).

2.5.3.6 *The international environment*

Nieuwenhuizen (2011:14) explains the international environment as the impacts and changes that start off in the environment outside the country, in this case South Africa. These impacts and changes refer to international culture, international economy, international politics and the international legal systems that might impact on the

environment a guest house operates in. Other issues which have impacted on guest houses in Pretoria East in the past are international sport events such as the 2010 FIFA World Cup, Cricket World Cup, Indian Premier League in 2010 and the 1995 Rugby World Cup in South Africa. According to Moonda (2012), South Africa hosted the Indian Premier League during October 2012 at venues at the following towns: Cape Town, Johannesburg, Centurion and Durban. Guest houses in Pretoria East were impacted by this cricket event and benefitted from these events, as Centurion is located close to Pretoria East.

2.6 QUALITY ASSURANCE OF GUEST HOUSES

Guests that stay in guest houses, whether for business or leisure purposes, have various needs and wants. It is of the utmost importance that guest houses in Pretoria East offer their guests quality products and services, so that the guest can enjoy a wonderful experience while staying there. How can guest houses ensure that their guests receive quality services and products? There are a few ways in which guest houses can guarantee potential guests that their establishments offer quality accommodation. Henning (2007:182-183) points out that membership of local associations, star-grading and gaming competition awards are ways in which guest houses guarantee their guests quality accommodation. Guest houses in Pretoria East can also do private market research by giving evaluation sheets to the guests after their stay, and in such a way internally evaluate their product and service offerings.

A guest house that belongs to a local association creates an image of a guest house that is a credible and permanent establishment, one which is serious about business and not just a “fly-by-night operator” (Henning, 2007:183). Associations that guest houses in Pretoria East have the option to belong to are listed below:

- Guest House Association of South Africa (GHASA)
GHASA was established in 1992 and is now recognised as experts in quality guest house accommodation, offering various benefits, support as well as valued advice to members. This private company also provides a booking facility for travellers (Guest House Association of South Africa, 2008).

- Federated Hospitality Association of Southern Africa (FEDHASA)

This association is recognised by the government and is the official representative of the hospitality industry of South Africa. FEDHASA, is the umbrella association for hotels, restaurants, conference centres, caterers, self-catering accommodation, home hosting establishments (B&Bs and guest houses), clubs, taverns, shebeens, suppliers and trainers, consultants and service providers to the hospitality industry of the country (Federated Hospitality Association of South Africa, n.d.).

- National Accommodation Association (NAA)

The NAA is a network of mostly smaller accommodation providers within South Africa. Accommodation providers range from B&Bs to luxurious boutiques. Guests are sure to find a suitable establishment which will meet the NAA member's requirements (National Accommodation Association of South Africa, 2011).

- Tshwane Tourism Association (TTA)

The TTA is a section 21 Company, coordinated by the private sector, to promote and uphold tourism in the city of Pretoria known as the Tshwane Metropolitan of South Africa (Tshwane Tourism Association, n.d.).

- Guest House Association of Tshwane-Pretoria East (GATE)

This is a quality approved association in Pretoria, Gauteng, South Africa. GATE is the preferred provider of B&B, Guest house, Self-catering, Conference venues and Lodge accommodation (Guest house Association of Tshwane and Pretoria East, n.d.).

- Chambers Accommodation and Tourism

This is a networking and information provider to all the members. This association consists of a combination of strategic business partners in the tourism industry. Knowledge and resources are combined to the benefit of the members. A member with special skills may join as a strategic business partner without paying and members' fees are only used for marketing and exposure (Chambers Accommodation and Tourism, 2006).

- Bed and Breakfast Association of Pretoria/Tshwane (BBAPT)

This association has been the spokes body of guest houses, B&Bs, lodges and self-catering establishments in Pretoria, Gauteng, South Africa, since 1992. All the establishments that are associated with BBAPT are quality approved to maintain a high standard of accommodation (Bed and Breakfast Association of Pretoria/Tshwane, n.d.).

Guest houses can benefit from belonging to these associations, as they offer recognition, credibility, marketing opportunities, support and valued advice and possible supplier contracts (SA-Venues, 2012).

Star grading was introduced by the Tourism Grading Council of South Africa (TGCSA) and this is necessary if a guest house wants to be recognised as quality-assured, internationally as well as locally. The TGCSA is an operating business with a vision of implementing a reliable and credible standard system of quality assurance for accommodation experiences that is globally recognised. Visitors can depend on this standard system when making their choice of accommodation establishment (Tourism Grading Council of South Africa, 2013). A good star grading contributes largely to the competitive advantage of a guest house (Henning, 2007:182). The grading criteria and minimum requirements for guest accommodation, specifically for guest houses, according to the TGCSA, are summarised in Appendix B. Each additional star that a guest house has implies that certain additional amenities, facilities and services are provided to the guests.

Receiving an award for a local or national accommodation competition can be beneficial to guest houses. Since the guest house will get some form of publicity, it can also be included in the marketing activities of the guest house. Consequently, the potential guest can be convinced that this establishment offers excellent accommodation. The yearly AA Travel Guides and American Express Accommodation Awards programme are an example of such a competition, where guest houses can receive an award (Henning, 2007:183). The AA Travel Guide is a printed book which includes all the AA Quality Assured accommodation establishments in South Africa (AA Travel, nd.).

Guest houses can benefit by being involved in the AA Travel awards programmes. These benefits include (AA Travel, nd.) the following:

- Guest house establishments will be recognised and approved.
- Guest houses will gain additional exposure via the AA travel website and marketing promotions.
- Guest houses will receive direct business from the AA websites and AA travel call centre.
- Being involved in award programmes will assist the guest houses in Pretoria East to exceed their guests' expectations.

In the following section, the role that Internet marketing plays in the tourism industry will be explained, as well as identifying previous research regarding Internet marketing.

2.7 INTERNET MARKETING AND TOURISM

The role of Internet marketing in the tourism industry is considered in this section. Previous research regarding Internet Marketing in the tourism industry is also highlighted.

2.7.1 The role of Internet marketing in the tourism industry

According to Kim, Chung and Lee (2011), the Internet is changing the way that business operates within the tourism industry. Therefore, it is vital that tourism businesses utilise the Internet in order to market their different product and service offerings.

The American Marketing Association (2007) defines *marketing* as "...the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large." In other words, marketing refers to all the activities in an organisation where methods are used to generate, communicate, deliver and replace offerings that are of value to customers.

Tourism marketing, on the other hand, can be defined as “the process of planning and executing the conception, pricing, promotion, and distribution of tourism ideas, goods, and services to create exchanges that will satisfy individual and organisational objectives” (Heritage Destination Consulting, 2013).

Worldwide, the Internet has changed the playing field regarding the marketing function or strategy within a number of businesses. This, however, is not any different within the tourism industry, as organisations such as airline service providers and hotels have benefited from making use of the Internet in their marketing function (Jansen van Rensburg, 2008:2).

Thai (2011:48) argues that there are opportunities and competitiveness that arise from the Internet. The hospitality organisations within the tourism industry have to focus specifically on Internet marketing, which will bring about profitability and brand reputation, if it is executed thoroughly and carefully.

With specific reference to guest houses that use the Internet to market themselves, Mbane, Steyn and Reynish (2009:13) found that most of the guest houses that were not doing well during the recession period at the end of 2008 and beginning of 2009, were those that did not utilise the Internet as the marketing function of their guest houses.

2.7.2 Previous research on Internet marketing in the tourism industry

The focus of this study is mainly on the online marketing communication tools guest houses can utilise in order to communicate their product and service offerings. Previous research regarding Internet marketing in the tourism industry, with specific reference to the hospitality industry, is tabulated below.

Table 2.3: Internet marketing in the tourism industry - studies from 2006 to 2013

Author/s (year)	Sector	Region	Unit of analysis
Morrison <i>et al.</i> (2004)	Tourism and hospitality	Various countries	Website evaluation studies (academic perception)
Nothnagel (2006)	Lodges	South Africa	Website evaluation (lodge management perspective)
Jansen van Rensburg (2008)	Luxury hotels	South Africa	Utilising the Internet as a marketing tool (hotels management perspective)
Hudson & Gilbert (2008)	B&B	Canada	Identifying the underlying success factors in utilising the Internet as a marketing tool (B&B management perspective)
Kline <i>et al.</i> (2008)	B&B	Indiana	Evaluating B&B websites (B&B management perspective)
Mbane <i>et al.</i> (2009)	Guest houses	South Africa	Impact of Global Economic Recession (guest house management perspective)
Kim, Yuan, Goh, & Antun (2009)	Food tourism	Texas	Analysis of websites (Destination Management Organisations perspective)
Dombay <i>et al.</i> (2010)	Guest houses	Harghita	Marketing activities of guest houses (guest house management perspective)
Matikiti (2011)	Hotels and lodges	South Africa	The impact of Internet marketing on profitability (hotel and lodge management perspective)
McLaren (2011)	Tourism routes	South Africa	Critical marketing success factors for sustainable rural tourism routes (stakeholder perspective)

The studies identified in Table 2.3 above were examined by the researcher and will be used as secondary research sources in this study. Some of these studies will be used as references in the literature chapter about online marketing communication tools. The

findings of some of these studies will also be used to compare the findings and conclusions of this study with the findings of the tabulated studies.

2.8 CONCLUSION

To conclude, information has been provided about guest houses that form part of the hospitality industry. A hospitality product and service has a specific nature, which includes tangible and intangible elements. A comprehensive definition of a guest house was formulated in this chapter and the guest house product and service offerings were also outlined. The macro-environment, in which a guest house situated in Pretoria East operates, was described. A guest house manager or owner should consider quality assurance measures and steps to put their guest house on the map. Lastly, the role of Internet marketing in the tourism industry was discussed and previous research regarding Internet marketing in the tourism industry was highlighted. In the next chapter of this dissertation, the online marketing communication tools which guest houses can utilise are extensively discussed.

CHAPTER 3:

ONLINE MARKETING COMMUNICATION TOOLS OF GUEST HOUSES

3.1 INTRODUCTION

Patino, Pitta and Quinones (2012:233) state that during the last decade, consumers have welcomed advances regarding the Web, as well as its social and community elements (social media). This article also shows how important it is for guest houses to interact through the Web which forms part of the social media set. The Web can be used as a medium in the marketing strategy of a guest house. A generic marketing strategy is formulated by means of identifying the target market as well as implementing the marketing mix. The target market of a guest house was discussed in Chapter 2 and the marketing mix with its four elements will be briefly covered in this chapter. The marketing communication tools that guest houses use to promote themselves form part of these marketing mix elements and are the focus of this study.

The purpose of this chapter is, furthermore, to discuss the communication process, all the off-line marketing communication tools and the background regarding the Internet as a form of communication. Three of the online marketing communication models will be explained and the available online marketing communication tools which guest houses can utilise in order to communicate and promote their product and service offerings effectively will also be discussed. The service and product offerings of a guest house were explained in the previous chapter. Lastly, the reason why guest houses can use the Internet as a medium for communicating a message to intended target markets will also be addressed.

3.2 MARKETING MIX

As indicated in the previous chapter, Internet marketing can play a very important role in the marketing function or strategy of a hospitality business. The focus of this study is on a specific type of hospitality business, namely a guest house.

Firstly, the focus should be placed on the broader picture, which is the marketing strategy. Table 3.1 below illustrates how the theory regarding the marketing strategy has synthesised and developed over the years. According to Machado (2011:231), Jooste (2012:181-182) and the authors listed in Table 3.1, the marketing strategy of a guest house can be created by means of establishing who the target market is and how the marketing mix elements (product, price, place and promotion) are to be implemented to provide the best market offering to the consumer.

Table 3.1: A summary of authors' viewpoints on the marketing strategy

Authors who published this	Combination of target market and marketing mix forms the crux of the marketing strategy
McIntosh, Goeldner & Ritchie (1995:427)	Agree
Fry, Stoner & Hattwick (1998:551)	Agree
Bennett & Strydom (2001:222)	Agree
Kotler & Keller (2006:43)	Agree
Ferrell & Hartline (2008:17)	Agree
Machado (2011:231)	Agree
Jooste (2012:231)	Agree

Figure 3.1 represents a diagram of how the marketing strategy of a guest house is created.

Figure 3.1: Marketing Strategy



Source: Adapted from Machado (2011:231)

As depicted in Figure 3.1, a guest house's marketing strategy is developed when the target market and the marketing mix are optimised. The target market of guest houses in Pretoria East was discussed in Chapter 2. In this chapter the marketing mix and all the elements within this mix will be discussed.

George (2008:270) points out that the marketing mix is also a primary tool in the marketing process of a tourism business. The marketing mix represents the various components that a tourism business can utilise to communicate its product and service offering to its target market. It is also known as the four Ps in generic marketing terminology. Tourism businesses can make use of these four Ps which act as the variables that will be 'mixed' in order to achieve their specific marketing objectives.

McCarthy (in George, 2008:270) indicates that the four Ps or marketing mix of marketing refers to the product or service, price, place and promotion. These four elements form the basis of a guest house's marketing activities. The first P of the marketing mix is the product or service. The *product* of a guest house is what the guest house offers its guests. The typical product and service offering of a guest house, as well as the nature of the hospitality product with the tangible and intangible aspects of guest houses, were discussed in Chapter 2. However, the product element of the marketing mix also has to do with branding and the image of a guest house. A guest house's branding is determined when a guest house gives a unique name to its product and service offering, so that this name can become recognisable above that of its competitors. A guest house's name and logo is how it makes use of branding to create its own identity. As a result, this identity forms an image of a guest house's product offering (George, 2008:271).

The second P of the marketing mix is *price*. As soon as a guest house has identified what its product and service offerings are, the next step is to make a decision on the price of the offerings provided. Peng and Meyer (2011:523) describe price as the expenditure that guests are willing to pay for a guest house's product and service offering. In the guest house sector, the term 'price' is rarely used, as it refers to the tariff or rate that a guest has to pay for a room and the services at a guest house. The ideal for successful pricing of a guest house is to keep prices low in relation to the value guests will receive for the price paid, but high enough to achieve the financial objectives. In a situation where the price of an offering is too high, the guest will receive poor value for money (George, 2008:272).

The golden rule with regard to pricing is therefore that a guest must receive value for money. Guest houses should thus not compromise on the value and quality of the product or service offering, even if it means that more money has to be spent. Guests compare

the price with the quality of the product and service offering they receive while paying to stay at a guest house (Henning, 2007:150). The rates a guest house charges depend on the type of star rating the guest house is accredited with. Guest houses in Pretoria East that are five-star graded establishments offer a higher quality service and product offering and these establishments' rates for mid-2013 ranged from R1400 to R1550 per person per night. Establishments in the same geographical area that are rated as three-star graded guest houses ask approximately R350 to R595 per night per person.

The third P of the marketing mix is that of *place*. The place element, also known as distribution, consists of two components. Firstly, the place element refers to the location where the product and service offering of a guest house is offered. This is the physical location of a guest house and it is fixed (Peng & Meyer, 2011:526). Secondly, the place relates to the distribution of a guest house's product and service offerings (Heath, 2005:151). In other words, these are the channels that guest houses use to provide their product and service offerings to guests. George (2008:273) notes that, due to the perishable nature of guest house offerings, the guest houses should make crucial distribution decisions to ensure high occupancy levels and ultimately the success of the guest house. These decisions include the choices that should be made regarding which channels to use, in order to distribute guest house product and service offerings.

Lastly, the fourth P of the marketing mix is known as *promotion*. Promotion of a guest house refers to the various methods utilised to guarantee that the guest house is brought to the attention of the potential guests (Henning, 2007:152). In actual fact, the promotion of a guest house is done through marketing communication tools, so that the guest house can make potential guests aware of the product and services available. The available online marketing communication tools which guest houses can use to promote and communicate their offerings will be explained comprehensively in Section 3.7 of this chapter. All of these online communication tools that are discussed in section 3.7 are elements of promotion, and should be coordinated by means of using the Integrated Marketing Communication (IMC) approach. IMC can be defined as the centre that integrates the different online marketing communication tools in order to provide an added value to the consumer and it boosts positive relationships (Du Plessis, 2008:30; Rudansky-Kloppers, 2011:178).

Recently, three new Ps have been added to the marketing mix, and it is now called the extended marketing mix. Jordaan and Prinsloo (2004:6-7) indicate that these new Ps are physical evidence, processes and people. These three elements, together with the traditional four Ps, are combined and together they form the seven Ps of the service marketing mix. These three additional elements of the service marketing mix are important, because guest houses provide services where the additional Ps come into play through the use of people, processes and providing physical evidence.

Klopper (2012:383-384) states that the *physical evidence* element of the service marketing mix represents the environment where a service is delivered, as well as any tangible aspects that will help with the communication and performance of service. The *process* element can be explained as the P that will enable a business to establish how the service will be delivered to consumers. The *people*, also known as the participants' element of the service marketing mix, refers to all the human players (employees) who form part of the service delivery process that will impact on the buyer's perception. Examples of participants are the personnel of a guest house and any customers that are in the service environment. In terms of guest houses, the guests as well as the staff members of the guest house will act as participants, as a service cannot be delivered without the presence of both parties.

Now that all the elements of the marketing mix have been covered, it is necessary to explain where online marketing communication tools of guest houses fit in as part of the marketing mix, as this study will only focus on this aspect. The online marketing communication tools which are available for guest houses fall under the *promotion element* of the marketing mix (Du Plessis, 2008:2).

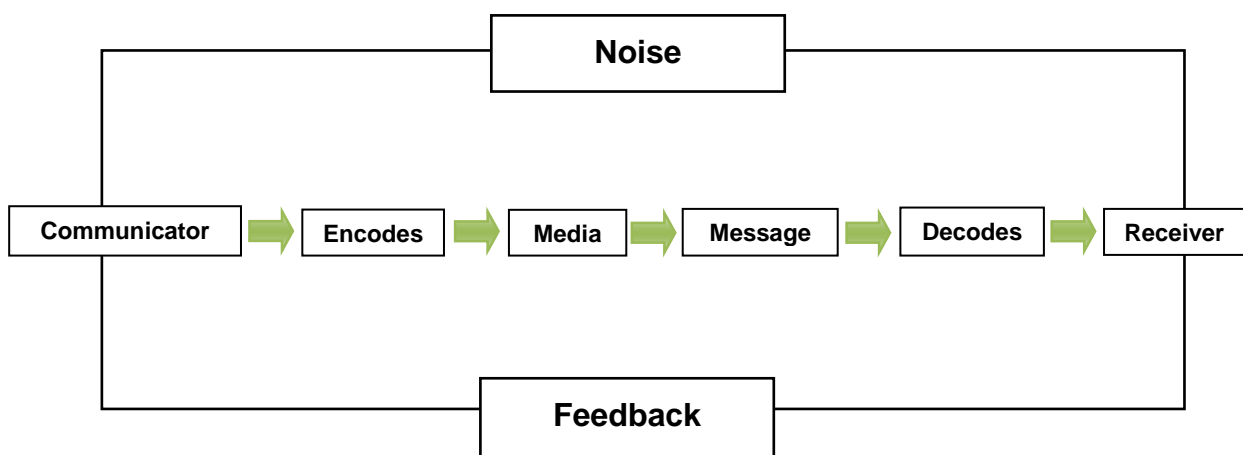
The communication process and its elements will be discussed in the following section. This process illustrates how the message flows from the communicator to the receiver.

3.3 THE COMMUNICATION PROCESS

The communication process refers to the sharing of meaningful information, which can take place between two or more people. The goal is that the receiver understands the

sender's intended message (Business Dictionary, 2013). This process is a continuous process and interaction between two individuals depends on communication (De Beer & Louw, 2012:119). If this process is understood correctly, the communication will be effective. The communication process consists of various elements: namely, the communicator, encoding, media, message, decoding, receiver, feedback and noise (Strydom, 2012:6). These elements of the communication process model are illustrated in the figure below.

Figure 3.2: Communication model



Source: Strydom (2012:6)

There are at least two parties involved in the communication process and they are the communicator and receiver. The process starts with the **communicator** who is the person or organisation that transmits the message. With regard to marketing communications, the communicator is the advertiser from a guest house who has information to share with the intended target market (Strydom, 2012:6).

Encoding is the second step in the communication process. In this step, the sender/communicator has to design the message carefully by means of selecting words and non-verbal gestures that will clearly convey the message. Therefore, the procedure where the communicator of a guest house is selecting and organising the message to transform it into meaningful symbols is known as encoding. The communicator must first analyse the target market (receivers) of the message in order to encode a message effectively (Cardon, 2014:26).

The **message** a communicator sends has three objectives: namely, to inform, to persuade and to remind. All the words and non-verbal gestures that are used in a message have to achieve these three objectives. The four steps that should be followed when a message is communicated include attention, appreciation, assimilation and action. Attention can be described as saying or doing something that is unusual and attention-grabbing. Appreciation is generated when the meaning of the message is understood. Assimilation relates to the acceptance or agreement with the message and not just understanding it. Action is the last step in communicating a message. Communicating the message has to result in some kind of action, otherwise it can just be seen as a plan that was not put into action (Strydom, 2012:7-10).

Once the message is created, it has to be carried via a **medium** or channel to the receiver. The communicator can choose to deliver the message in writing or it can be orally delivered. For example, an advertisement in a magazine is a written message and a video advertisement is an oral message. It is important that the choice of message should suit the guest house's target market (Locker & Kaczmarek, 2011:24).

When the message reaches the receiver, the message has to be **decoded** by the receiver. This means that the receiver has to translate the message from the symbols into meaning. Communication takes place once the message is received and some level of understanding occurs (Cardon, 2014:27).

The **receiver** is the individual who notices and connects some meaning to a message. In the case of guest houses, it can be a potential guest. A receiver is a human being with certain needs. If the communicator understands the needs of the intended target market, then the message that is conveyed will satisfy the needs of the receiver. If the receiver's needs are satisfied and a meaning or a connection is noticed from the message, communication has occurred (Strydom, 2012:13).

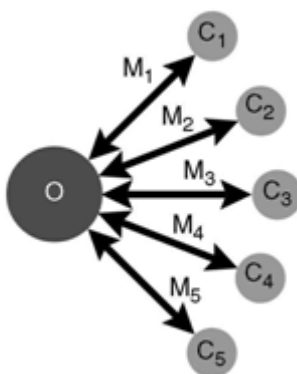
The verbal or non-verbal responses of the receiver refer to **feedback**. Feedback is the element that shows whether the message was received and understood. It makes the communication a two-way process. In this step the communicator has to analyse whether the message was correctly understood or not. Feedback can be in a verbal and non-

verbal form. Verbal feedback can be a written document or providing oral responses. Examples of non-verbal feedback include smiles, signs, increased occupancy levels etc. (Locker & Kaczmarek, 2011:24).

The **noise** element in the communication process refers to the barriers that can prevent the message from reaching the receiver. In other words, a noise or barrier is anything that disrupts the delivery of the encoded message (Locker & Kaczmarek, 2011:24).

Traditional marketing communication takes place by means of utilising a **one-to-many communication model**. For example, where traditional mass media tools such as television and radio advertisements are used to communicate a message, the one-to-many communication model will be followed, as this model allows a message to be delivered from one communicator to many receivers (Da Silva Esclana, 2011:271). A graphic illustration of the traditional one-to-many communication can be found in Figure 3.3 below.

Figure 3.3: Traditional one-to-many communication



Source: Chaffey, Ellis-Chadwick, Johnston & Mayer (2006:351)

Businesses communicate with customers through different types of media. The traditional marketing communication media tools, such as broadcasting (radio and television) and print advertising, **flow one way** from the communicator to the receiver (Du Plessis, 2008:4). Therefore, guest houses can make use of traditional marketing communication media tools as well as modern methods to communicate the message to the receiver.

Every communication activity in marketing can be classified according to 'above-the-line' or 'below-the-line'. These two groups can be explained in short as: above-the-line refers more to the traditional marketing methods such as mass communication through the television, newspaper and radio advertisements. Below-the-line marketing involves inter alia Internet marketing which includes communication activities, such as Search Engine Optimisation (SEO) and email marketing (Ratzek, 2011:142).

In the following section, all the traditional marketing communication media tools will be discussed, as these are the off-line marketing communication tools that guest houses can utilise in order to convey their messages to the target market.

3.4 OFF-LINE MARKETING COMMUNICATION TOOLS OF GUEST HOUSES

Theron (2011:178) defines a marketing communication tool as a vehicle which transfers a message to an intended target market or audience. Du Plessis (2008:4) identifies a number of traditional marketing communication media tools which can be utilised by guest houses. Marketing communication tools that can be used to communicate and promote a guest house's product and service offerings are advertising, personal selling, publicity, sponsorships, sales promotion, public relations and direct marketing. All of these tools will now be explained.

Firstly, the **advertising** tool can be described as a message that is paid for and this message is controlled by the advertiser. The only disadvantage of this tool is that there is a small amount of control in terms of who sees the message and whether the message will be seen (Bothma, 2008:34). Guest houses can place advertisements on the radio, cinema and television, as well as in monthly or weekly magazines, newspapers and trade magazines (George, 2010:287).

Direct mail is a form of advertising which can be explained as mail sent directly to the target market - for example, pamphlets, letters and postcards, etc. (Feigenbaum, 2012). Guest houses make use of printed flyers handed out in public areas, placements in travel magazines, newspaper advertisements, and advertisements in the Yellow Pages and in guidebooks such as the AA Travel Guide (Henning, 2007:183). As explained in Chapter 2,

the AA Travel Guide is a printed book with all the AA Quality Assured accommodation establishments in it.

According to Business Partners Ltd (2012), the first choice of advertising amongst guest houses is to place advertisements in publications/journals such as Getaway and the Sunday Times Magazine. These publications are seen as reasonably affordable and they reach an extensive audience. Nevertheless, when guest houses target business travellers in general, they should consider placing advertisements in appropriate trade and industry publications as well as in newspapers (Feigenbaum, 2012).

Personal selling is another tool that can be used to communicate product and service offerings. Guests have to be present at a guest house while the products and services are provided. Therefore guests, as well as the product and service offerings of a guest house, are inseparable. Personal selling refers to the 'face-to-face' meeting where people are encouraged to buy certain products or services. It is for this reason that guest houses should see this as a vital marketing communication tool (George, 2008:278). Personal selling can take place via a telephone, as there will still be a direct contact between the buyer and the seller (George, 2010:309). Telephone conferencing, also known as teleconferencing, is an audio meeting that occurs between people that are geographically separated and this meeting is made possible through the use of telecommunication networks like telephones (Business Dictionary, 2012).

George (2010:310-312) discusses the five types of personal selling within the tourism industry: namely, internal selling, external selling, telephone sales, passive personal selling and personal skills. Internal selling takes place when, for instance, a guest house manager recommends a more expensive type of wine to the guest. External selling refers to the face-to-face meetings with potential consumers that take place outside the business. Telephone sales, also known as 'telesales', is a method that includes the use of a telephone in order to promote certain product offerings. Passive personal selling involves the staff members' uniforms, behaviour, and presentation, body language and telephone techniques, as this reflects the image of a tourism establishment. Lastly, personal skills refer to the manner in which the staff members deal with the consumers. In other words, the way in which the staff members of a guest house deal with the guests. All five types of

personal selling are equally important for a guest house, to ensure that their product and service offerings are communicated effectively.

Another type of marketing communication tool is **publicity**. Publicity can be explained as a non-personal and non-paid-for type of communication that takes place in relation to a business's product and service offerings. There are a few ways in which publicity can be created, such as press releases, press conferences, interviews and community involvement (Van Heerden, 2008:317-318). A guest house can benefit from positive publicity about its establishment. Loda, Norman and Backman (2007:263) mention that, publicity of a tourism business or destination carries more weight than normal advertising and it is recommended that businesses allocate resources towards a publicity effort, since this marketing communication tool is much more believable in the mind of the guest.

Sponsorships are also a marketing communication tool that can be used to communicate and promote product and service offerings. Boisvert (2005) defines sponsorship as "...the relationship between a sponsor and a property in which the sponsor pays cash and/or in kind fee to a property in return for access to the exploitable commercial potential associated with the property." For the purposes of this study, a property means a person or organisation. As explained by the Sponsorship Marketing Council of Canada (2012), to sponsor something means that support is provided for an event, activity, specific person or an organisation through offering cash or any other resources in return for something, which can be advertising or publicity. Cornwell, Weeks and Roy (in Carrillat and d'Astous, 2012:564) report that a business can execute two types of sponsorships: namely, with financial support involved and in-kind support to an event or an activity. In other words, support or assistance can be provided either by providing money for something or an in-kind assistance where resources that a business has to offer can be provided. For example, a guest house could provide free accommodation for one night, as this is a resource (in-kind) that they can offer.

A guest house can also make use of **sales promotion** in order to communicate and promote their product and service offerings. According to Preko (2012:142), sales promotion can be explained as a short-term motivation that is used to encourage people to buy product and service offerings. Smith (in Rizvi and Malik, 2011:297-298) provides the

two key categories of sales promotion. These two are consumer promotions and sales force promotions. Consumer promotions are the typical rewards and free samples, gifts, prizes and competitions that are offered by businesses. An example could be where a guest house starts a programme by encouraging guests to stay for a certain number of nights to get one stay-over free. Another example is when guest houses give free gifts such as pens and diaries to their guests. Sales force promotion refers to motivation schemes, where a staff member in a guest house is rewarded for selling a certain number of rooms in a specific time frame. Both these sales promotion categories can be utilised by guest houses in order to promote their product and service offerings to their guests.

Public relations is a marketing communication tool that guest houses can use to promote and communicate the image of their businesses (Nieuwenhuizen, 2012:116). The Public Relation Society of America (2012) defines public relations as "...a strategic communication process that builds mutually-beneficial relationships between organisations and their publics." For example, guest house owners can invite travel writers to the guest house and provide them with the product and service offerings, so that they can experience a stay-over in the guest house. These travellers will then most probably share their hopefully positive experience in an article or a travel journal, which is read by a specific target market that the guest house is aiming at.

Another marketing communication tool that can be used by guest houses is **direct marketing**. Direct marketing refers to all the activities performed to evoke a direct reaction from the target audience and market (George, 2010:287). Berry (2012) explains that direct marketing takes place when the creator connects with the end user who will be the consumer. Thus, there is no middle-man involved in this marketing communication tool. Methods that can be used include the telephone, direct mail, direct sale force, trade shows and catalogues.

Guest houses also make use of additional off-line marketing communication tools. In most cases guest houses depend on word-of-mouth advertising and belonging to associations, along with advantages gained from being a member at a local Chamber of Commerce (Clark in Kline *et al.*, 2008:255). Another off-line marketing communication tool that guest houses can utilise to promote and communicate their offering, which is unique to the guest

house industry, is referrals from other guest houses (Henning, 2007:160-162). An explanation of each of these special types of off-line marketing communication tools follows below.

Word-of-mouth is a tool that can be very beneficial for a small business such as a guest house. Hawkins, Best and Coney (in Litvin *et al.*, 2008:460) define traditional word-of-mouth activities as the action where consumers reveal their positive or negative emotions and opinions towards their peers (other potential clients), as a result of a negative or positive product and service experience that they have encountered. With regard to guest houses, word-of-mouth focuses on the action whereby guests reveal their positive or negative emotions and opinions towards their peers, which can be friends, relatives or business colleagues etc.

Customer Relationship Management (CRM) is directly linked with the word-of-mouth of guest houses. CRM can be explained as the establishment of a long-term relationship with guests, which leads to loyalty and the repeated purchase of need-satisfying product and service offerings are the result. If customer relationships are managed correctly it will lead to guest loyalty and repurchase of product and service offerings. It is evident that customer relationships must be managed by a guest house (Erasmus *et al.*, 2013:372).

As mentioned in the previous chapter, membership of local associations presents an image of a credible and permanent guest house that is serious about business (Henning, 2007:183). Guest houses that are members of **local associations** receive additional marketing opportunities, as the associations create a platform for additional marketing activities for all member guest houses.

In this instance the **local Chamber of Commerce** that guest houses in Pretoria East could affiliate to is the Pretoria Chamber of Commerce. Guest houses in Pretoria East can be members of this chamber in order to gain extra market information, connect with other businesses and professionals in Pretoria, and receive additional marketing opportunities (Chamber.com, 2011). **Referrals from other guest houses**, where guests are referred from one guest house (which is usually at full capacity) to another, are also a well-known but underestimated traditional marketing tool (Henning, 2007:160-162).

All the media listed above can be classified as off-line marketing communication tools. There are still many guest houses that make use of these off-line methods on an extensive basis. If guest houses want to broaden their audience reach, they should keep in mind that advertising in a specific media with global reach is imperative (Johnson, 2012).

Du Plessis (2008:2) states that communication plays an important role in the marketing efforts of an organisation. Since marketing communication acts as the *promotion element* of the traditional marketing mix, the marketing communication strategies of guest houses will have an impact on other elements of the marketing mix. It is for this reason that marketing communication strategies and the tools used in them are so important for guest houses. In the next section, specific focus will be placed on the Internet, as this is a facilitator that makes the implementation of online marketing communication tools possible.

3.5 THE INTERNET

The Internet and Web are currently widely-used words used daily for various reasons. According to Internet World Stats (2013), 17.4% of the population in South Africa (8.5 million Internet users) used the World Wide Web during December 2012. In June 2012 the number of Internet users in Africa was 167 million (Pingdom, 2013). Schargel Consulting Group (2013) is of the opinion that $\pm 30,000,000,000$ pieces of content are shared every month on the Internet.

3.5.1 What is the Internet?

The terms 'Internet' and 'World Wide Web' (WWW or Web) are often used incorrectly. The Internet is defined as, "A means of connecting a computer to any other computer anywhere in the world via dedicated routers and servers. When two computers are connected over the Internet, they can send and receive all kinds of information such as text, graphics, voice, video and computer programs." (Business Dictionary, 2013).

The other important aspect with regards to the Internet is the term 'Internet protocol', also known as IP. The Internet Protocol (IP) refers to a set of standards which allows various

types of computers with various operating systems and various applications to share data and communicate with each other. The Internet is the underlining infrastructure and the IP represents the 'language' that the computers utilise in order to 'speak' to one another (Computer Hope, 2012). Every computer on the Internet is symbolised by an exclusive unique number which is an IP address. (Bothma in Da Silva Esclana, 2011:259)

The power of this global system of interconnected computer networks (Internet) is infinite and it is beneficial for the following reasons (Da Silva Esclana, 2011:259):

- It offers an easy-to-use marketing communications medium for millions of individual and business Internet users.
- The available information on all of these computers is now available to all Internet users.
- The Internet infrastructure makes it possible to perform numerous business activities such as business advertising and other marketing activities.

3.5.2 The Web

The Web (WWW) can be defined as an information system on the Internet which allows documents to be linked to other documents by hypertext links and enables users to search for information by moving from one document to another (Oxford Dictionaries, 2013). In other words, the Web is merely a division of the Internet that comprises of billions of web pages on hundreds of millions of websites. These web pages include clickable links, also known as hyperlinks, to other parts of the same website, or a document on the website, or to another website or document (Da Silva Esclana, 2011:260).

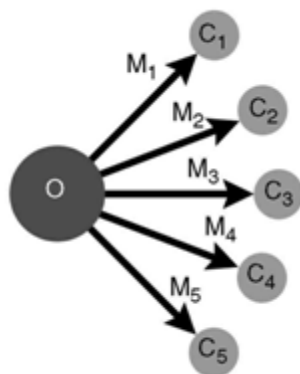
Now that all the terms regarding the Internet have been considered and explained, the communication process for utilising the Internet will be discussed.

3.6 ONLINE MARKETING COMMUNICATION MODELS

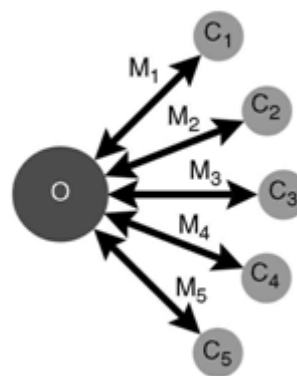
As explained in Section 3.3, the traditional marketing communication process has been seen as a one-to-many communication model. The Internet presents three different models: namely, one-to-one, one-to-many and many-to-many (Da Silva Esclana, 2011:271). These three models are illustrated in the figure below.

Figure 3.4: Various Internet-based marketing communication models

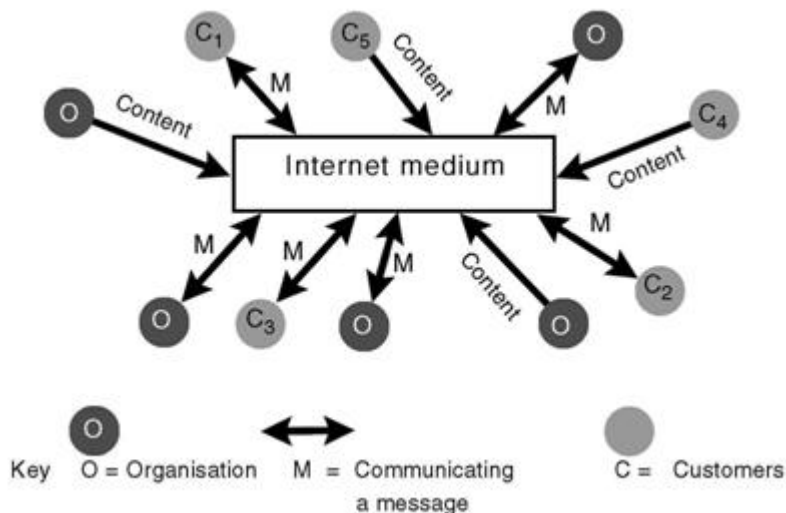
(a) One-to-one communication model



(b) One-to-many communication model



(c) Many-to-many communication model



Source: Chaffey *et al.* (2006:351)

The first model is the **one-to-one communication model** and it is illustrated in Figure (a). By making use of the Internet, this communication model can be implemented when a

guest house wants to communicate a highly-personalised message to an individual Internet user - for example, sending a personalised e-mail directly to an individual via the Internet and in so doing communicating a message (Da Silva Esclana, 2011:271).

Secondly, the **one-to-many communication model** is graphically represented in Figure (b). The Internet can be used as a medium for the one-to-many communication model. Guest house websites and mass e-mail marketing efforts can be seen as communication tools that are used to communicate a message from the guest house to many individual Internet users (Da Silva Esclana, 2011:271).

Lastly, the **many-to-many communication model** is demonstrated in Figure (c). The Internet can also be used as a medium for this communication model. With this model, it is possible to facilitate two-way communication between numerous organisations and customers. This model makes it possible for customers to talk to one another as well. Guest houses can use other websites to facilitate this two-way communication process, in order to gain this marketing interaction (Da Silva Esclana, 2011:271).

This concludes the section on the different Internet-based marketing communication models. There are various tools which can be used by guest houses to communicate a message to guests by means of using the Internet as a medium. All these online marketing communication tools will be discussed in the next section.

3.7 ONLINE MARKETING COMMUNICATION TOOLS OF GUEST HOUSES

Only the marketing communication tools that guest houses can utilise on the Web will be covered in this chapter, as this forms the focus of the study. Smith and Zook (2011:24) developed a table that specifies all the off-line marketing communication tools in relation to all the online marketing communication tools. This table was adapted accordingly to fit the possible marketing communication tools of guest houses. Table 3.2 below illustrates the off-line marketing communication tools on the left-hand side and all the similar online marketing communication tools on the right-hand side.

Table 3.2: Off-line and online marketing communication tools for guest houses

Off-line marketing communication tools	Online marketing communication tools
1. Advertising	Online advertising <ul style="list-style-type: none"> • Banner advertisements • Sending SMS's and MMS's via the Web • Online business directories • Sending e-mail advertisements • Branded e-mail • Online newsletters
2. Public Relations	Online Public Relations <ul style="list-style-type: none"> • Online press releases • Article marketing
3. Sales promotion	Online sales promotion <ul style="list-style-type: none"> • Sending promotional e-mails
4. Direct mail	Online direct mail <ul style="list-style-type: none"> • Newsletter sent via e-mail
5. Sales force	Online sales force <ul style="list-style-type: none"> • Website (digital body language)
6. Packaging	Online packaging <ul style="list-style-type: none"> • Website (images on website)
7. Point-of-sale	Online point-of-sale <ul style="list-style-type: none"> • Website (reservation tool on website)
8. Retail store design or commercial offices	Online retail store design or commercial offices <ul style="list-style-type: none"> • Website (design of website) • Search Engine Optimisation (SEO)
9. Word-of-mouth	Online word-of-mouth <ul style="list-style-type: none"> • Social media • Online travel reviews (third-party travel sites)

Source: Adapted from Smith & Zook (2011:24)

The online marketing communication tools that guest houses can utilise in order to communicate their product and service offerings include online advertising, online Public Relations, online sales promotion, online direct mail, online sales force, online packaging, online Point-of-Sale, online retail store design or commercial offices and online word-of-

mouth (Smith & Zook, 2011:24). All nine of these online marketing communication tools should be coordinated and intergraded by utilising the IMC approach, which was defined on Page 50. All the online marketing communication tools which are illustrated in the table above will now be comprehensively discussed.

3.7.1 Online advertising

Online advertising refers to the advertising that takes place on the Web (Evans, 2009:5-6). Banner advertisements, sending a Short Message Service (SMS) and a Multimedia Messaging Service (MMS) via the Internet, online business directories as well as using e-mails are tools that can be used to advertise guest house product and service offerings online. These alternatives will now be discussed in greater detail.

The most noticeable online advertising is **banner advertisements**. These banner advertisements are small blocks with advertisements in them, which look like advertisements in the newspaper. Normally, these advertisements can be found on the side, top or bottom of the website. If guest houses make use of this tool, it should be placed on a popular website such as news portals (George, 2010:334).

Using cellphones as an online advertising method can be beneficial to guest houses. Guest houses can use the Web to send a **SMS** as well as a **MMS** via the guest's cellphone. A SMS is a text that can be sent by the guest house to potential guests via a cellphone. A MMS allows images, short sound clips and short videos to be sent to potential guests via cellphones (George, 2010:338).

Evans (2009:5-6) is of the opinion that the traditional (off-line) advertising methods were merely copycatted on the Web. These involve **online versions of business directories** - for example, the Yellow Pages which is now known as yellowpages.com, online versions of newspaper advertisements as well as online versions of direct mail and telephone marketing.

The Internet can be used as a medium to deliver electronic messages to an audience. These electronic messages are known as **e-mails** and are similar to direct mail that is

posted to a guest. This mail is merely in an electronic format on the computer. Guest houses can utilise e-mail as a marketing communication tool by means of sending an advertisement via an e-mail and in such a way communicate a message to the intended target market. This is known as an **e-mail advertisement** (George, 2010:332).

A **branded e-mail** can be explained as an e-mail that is branded with the logo and contact numbers of an organisation. There can be a link to the organisation's website and this is normally attached on an e-mail. E-mails should be branded with the logo of the guest house, so that advertising can be performed in such a way (Cook, 2011:121). Using e-mails correctly is an effective technique that guest houses can use to communicate with their potential and existing guests.

Online newsletters, also known as eNewsletters, represent technology used to communicate one-way and during this process the information sender and information receiver interact. This communication can only happen once, because once the receiver has read the newsletters he/she has all the necessary information (Welch, 2012:350). Again, photos, graphs, figures and charts can be included, as this can help to demonstrate the story in the online newsletter. Online newsletters can be provided on a guest house website, for guests and potential guests to access (Bowman, 2012). Newsletters can also be sent electronically via e-mail to the guests on a weekly or monthly basis (Sagum, 2011). Alternatively, the guest house can also have an eNewsletter available on their guest house website. This will be explained in more detail later on in this chapter.

3.7.2 Online Public Relations

Online Public Relations (PR) refers to any type of published media which is available on the Web. This is a way in which guest houses can improve the online visibility on the Web (Medium Blue, 2013). Online PR includes online press releases and article marketing.

Traditionally, press releases were implemented when businesses provided printed, short news articles to news reporters and editors and in such a way tried to get their attention in order to gain a free story in local newspapers (Travel Industry Dictionary, 2013). **Online press releases** can be explained as information that is distributed on the Internet in the

form of an article (Top Website Tips, 2012). Online press releases appear in the same format as traditional press releases, usually written by journalists. Seeing that these press releases are online they can include logos, videos and photos (Bowman, 2012). **Article marketing** is almost the same as online press releases. However, the core difference is that a publisher publishes content that is focused at non-journalist markets (Bowman, 2012).

3.7.3 Online sales promotion

As explained in Section 3.4, sales promotion is known as a short-term motivation that is used to encourage people to buy product and service offerings. Online sales promotions refer to the promotional activities that take place on the Web. Guest houses can send e-mails to potential guests in order to perform online sales promotions as a marketing communication tool. By means of **sending promotional e-mails** with a discount or special offer message, the guest house can communicate with potential guests. The aim of promotional e-mails is to drive sales, but it can also be a powerful tool that will help to (Mail Blaze, 2010):

- stimulate demand for a guest house's product and service offerings
- persuade the potential guests to take action
- increase website traffic, as there can be a link available to take the user to the guest house website
- gain new guests.

Furthermore, promotional e-mails are normally short-term by nature. This is why guest houses should develop an impressive and catchy e-mail that will persuade the receiver to act immediately. If the receiver does not respond immediately to the special offer, the chances are that the core value of this e-mail is lost, and the receiver will never react (Brownlow, 2012).

3.7.4 Online direct mail

Guest houses can use online direct mail as a marketing communication tool by implementing **direct marketing e-mails**. Direct marketing e-mails refer to a commercial message that is electronically transferred via the Internet to a target market. The purpose of the online direct mail, which a guest house can benefit from sending, is that this tool can maintain a long-term relationship with the existing guests. This tool is cost-effective, convenient, fast, powerful and a very successful way of communicating to existing guests (George, 2010:337).

Newsletters sent via e-mail are a way in which guest houses can use the online direct mail tool. Newsletters that are directly sent, via e-mail, to all the existing guests of a guest house is a tool that guest houses could consider implementing (George, 2008:278). As mentioned above, this will assist the guest house in maintaining a long-term relationship with the existing guests.

3.7.5 Online sales force

The sales force in an organisation can be defined as the division in a business that is responsible for selling the product and services (Cambridge Dictionaries Online, 2013). Therefore, the online sales force in a guest house is that part or division of a guest house which is responsible for the selling of the product and service offerings. The digital body language, also known as the content on a **guest house website**, refers to the online sales force tool (Smith & Zook, 2011:24). The functions and elements of a guest house website will be discussed in Section 3.7.8.

3.7.6 Online packaging

Theron (2011:123) defines the term 'packaging' as the manner in which the product or service is presented. Online packaging refers to the way in which a guest house's product and service offerings are presented on the Web. This is a cost-effective tool that can be used by a guest house. The images and pictures on a **guest house website** are the manner in which guest houses package their product and service offerings (Smith & Zook,

2011:24). A detailed discussion on the elements of a guest house website can be found in Section 3.7.8 of this chapter.

3.7.7 Online Point-of-Sale

Point-of-Sale can be explained as an instrument (computerised system) that facilitates the sales of products and services as well as the inventory management (Arango, Huynh & Sabetti, 2011:2). Thus, online Point-of-Sale is when this instrument is facilitated on the Web. With regard to a guest house, the online Point-of-Sale tool can be used on the **guest house website** where there is a reservation tool available on the website. This will allow the website user to make a reservation online and book a room without any difficulty. The elements of a guest house website will be discussed in the following section.

3.7.8 Guest house websites

As stated in Chapter 1, a website can be defined as a computer-generated location on WWW (World Wide Web) or Web that contains several subject-related web pages and data files accessible through a browser. Each website has its own unique Web address and it can be reached through an Internet connection (Business Dictionary, 2013). According to Sagum (2011), guest houses should consider having a **website version for mobile phones**, so that potential guests can access the website via their mobile phones. This will allow potential guests to access the guest house website from anywhere at any time.

A guest house website can be used to carry out numerous functions. George (2010:320-321) points out the tools of a guest house website: it can act as an information tool, selling tool, business tool, communication tool and marketing tool. Each one of these tools will be discussed below.

- The website as an information tool

A guest house website can function as an information tool. The information tool is one of the most essential functions of a guest house website, as this function offers information on the website for people who are interested and want to find out more

about the guest house. The main kinds of information that should appear on the website are rates, full descriptions of the product and service offerings of the guest house, the guest house's social responsibility efforts, an area where guests can write reviews, policies, terms and conditions, as well as information regarding the type of company and structures of the guest house (George, 2010:321).

- The website as a selling tool

The website of a guest house can be used as an expansion of the sales team of a guest house. Hotels use their websites as a selling tool where they sell their product and service offerings directly to the guests (George, 2010:322).

- The website as a business tool

Guest house websites act as a business tool, seeing that they help with the management and administration of certain aspects within a business (George, 2010:322). For example, documents can be uploaded on a website, where only employees have access to download them. In bigger organisations, websites can be used as a tool for communication within the business. This is usually referred to as the intranet. Intranet can be defined as the internal or private network/website that can only be accessed by individuals in a company or organisation (TechTerms, 2013).

- The website as a communication tool

Guest houses can utilise the website and add features on the website to communicate with the website users, such as online news links where they can post a weekly newsletter, community building options where the guest house can write a blog that relates to the guest house and, lastly, online surveys can also be supported on the website (George, 2010:322).

- The website as a marketing tool

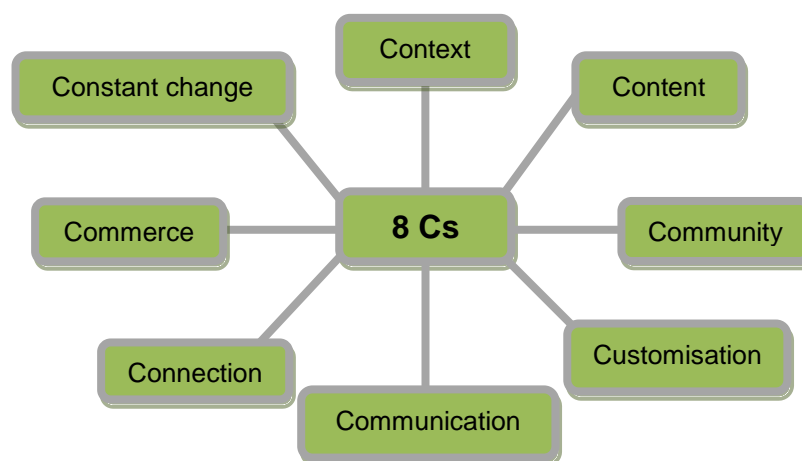
The website is an extremely important marketing tool for guest houses. Online marketing activities can be executed through the website which guest houses can use in order to communicate and promote product and service offerings (George, 2010:322).

Now that it is clear what a website is and what the tools of a website are, the next section will entail a discussion of how guest houses can evaluate their current websites, by using the eight Cs. The eight Cs will be discussed in the following section.

3.7.8.1 Evaluation of guest house websites

There are a number of ways in which guest houses can evaluate the effectiveness of their websites. A guest house website can be evaluated by using the Balanced Scorecard (BSC). Carpenter and Sanders (2007:397) define a Balanced Scorecard (BSC) as a “strategic management support system for measuring vision and strategy against business- and operating-unit-level performance.” In simpler words, a BSC is a structure that is in place which will act as the framework on how something will be examined or evaluated, but this framework will be compared to the current situation. Another method which can be used to evaluate the effectiveness of a guest house website is by testing the website against the eight Cs of a commercial website (Rayport & Jaworsky in Dombay *et al.*, 2010:105). These eight Cs represent the main functions of any guest house website. In Figure 3.5 below, these eight Cs are illustrated.

Figure 3.5: The eight Cs of a commercial website






Source: Adopted from Dombay *et al.* (2010:105)

As illustrated above, the main functions of a guest house website are context, content, community, customisation, communication, connection, commerce and constant change. These eight Cs will now be discussed individually by using a practical example from an existing website. Figure 3.6 on the next page is an existing guest house website from a neighbouring country which did not form part of the study.

Figure 3.6: Illustration of a guest house website and its functions

Meike's Guesthouse

Your Guesthouse in Swakopmund




[Welcome](#)
[Our Guesthouse](#)
[Our Guestrooms](#)
[Rates](#)
[Online Booking](#)
[Arrival](#)
[Guestbook](#)

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Context

The context of a guest house website relates to the composition, design and outline of the website (Dombay *et al.*, 2010:105). A guest house website should be attractive and interesting, but more importantly it must be a positive reflection of the guest house. The guest house website must include the corporate colours and the logo must be presented prominently (Cook, 2011:42). In Figure 3.6, the guest house website is attractive and gives the website user a good idea of what the guest house looks like. The colour of this website complements the guest house logo which is clearly presented.

Content

All the pictures, text-base, video and audio effects on a guest house website refer to the content of a website (Dombay *et al.*, 2010:105). The text content should be clear, short and appropriately spaced. Bullet points can be utilised to make individual points and the important messages are put in bold for emphasis (Cook, 2011:44). According to Kline *et al.* (2008:257) a guest house website should have content and text that is clear and readable, different colours must be used that suit the guest house, as well as all the images and photos being of good quality. The text content in Figure 3.6 is easy to read, it is short and well spread. This guest house website has pictures of the guest house, so that the website user can see what the guest house looks like and the photos are of good quality. Different colours which suit the guest house are used in Figure 3.6.

Community

Dombay *et al.* (2010:105) report that community refers to the opportunity for direct interaction and communication between website users. This means that guest house websites must have functions such as commenting options and areas where guests can share their experiences. Electronic guest books with a prominent link can be available on the guest house website. In Figure 3.6, the community function is implemented by the guestbook link, as this is an area where guests can share their experiences.

Customisation

The customisation of a website indicates that a website should be designed according to each user. For example, the website should have an option where users can change the font size, so that the website can facilitate an elderly person and the visually-impaired

users who struggle to read a small font (Dombay *et al.*, 2010:105). A guest house website should also be easy to navigate, so that the website users can easily go in and out of pages without becoming confused and having trouble (Kline *et al.*, 2008:256). The customisation function is indicated with a red arrow in Figure 3.6. This feature allows the website user to choose in which language the website can be viewed.

Communication

This refers to the manner in which the guest house website communicates with the website users and vice-versa. In other words, a two-way communication takes place through the website, where there is an available area where users can ask questions and get answers back as soon as possible (Dombay *et al.*, 2010:105). In Figure 3.6 there is no area where the guests can ask questions, but the contact information of the guest house is provided.

Connection

A guest house website must have a connection function, which relates to the links that guest house websites have to other websites. Guest house websites can have links to the regional tourism office, regional tourism event pages or to other complementary services, such as car rentals and laundry services (Dombay *et al.*, 2010:105). By providing links to other complementary services, a guest house implements affiliated marketing and it is an efficient way of promoting one's website. Another advantage of providing other complementary service links on the website is the positive way link-exchange affects search-engine optimisation. In other words, by providing other complementary service links on the guest house websites, it can improve the readability and draw attention to key topics of the website on the search engines, which will make the website more visible on the search engines (Dombay *et al.*, 2010:101). The connection function of a guest house website can include links on the website to the different social networking sites, such as Facebook, Twitter and MySpace (Cook, 2011:48). All of these links should be clearly visible on the guest house website, so that users can spot them easily. The advantage of links to social networking sites is that the website user can easily access the social networking site, without going to search for it on the Internet. In Figure 3.6, there are three links to other sites: namely, Facebook, Trip Advisor and Holiday Check. These are all links that indicate the connection feature of a guest house website.

Commerce

Commerce refers to the type of commercial transactions a guest house website can accommodate (Dombay *et al.*, 2010:105). The guest house website can have a reservation tool where guests can book the rooms directly on the website. The guest house website that is illustrated in Figure 3.6 has an online booking link, which guests can utilise to make online reservations. Therefore, this example illustrates the commerce function of a guest house website.

Constant change

Dombay *et al.* (2010:105) explain the constant change function as the regular maintenance of new information which must be added on a guest house website. This also includes the existing information that should be updated on a regular basis, which will be determined in this study. A regular basis can be anything from six to twelve months. The information on the guest house website should be aimed at the type of travellers the guest house targets and the unique aspects of the guest house should be mentioned, as well as information being provided on local activities available. Links to all of these activities should also be on the guest house website (Kline *et al.*, 2008:257). In Figure 3.6 the copyright date is indicated with a blue arrow and a deduction can be made that this website was updated recently. The information in this figure is aimed at the target market and the unique aspects of the guest house are mentioned under “our guesthouse” and “our guestrooms” links. However, no information is provided on local activities that are available in the area.

The tools of a guest house, as well as all the main functions of a guest house website which can be used for the evaluation of a guest house website, have been listed and explained above. It is the intention to evaluate the effectiveness of guest house websites by asking whether or not the above mentioned functions are visible on the guest house websites.

3.7.9 Online retail store design or commercial offices

According to Smith and Zook (2011:24), this tool includes the design of a website as well as Search Engine Optimisation. The salient aspects of the design of a website were

discussed in the previous section. **Search Engine Optimisation**, also referred to as SEO, is defined as: “The process of choosing targeted keyword phrases related to a site, and ensuring that the site places well when those keyword phrases are part of a Web search” (Marketing Terms, 2013). In other words, SEO is when the key topics of a website and its pages are being made readable to search engines.

3.7.10 Online word-of-mouth

As explained earlier in the chapter, word-of-mouth with regards to a guest house is the action whereby guests reveal their positive or negative emotions and opinions towards people they know. Online word-of-mouth, also known as electronic word-of-mouth, provides a number of ways to exchange and express information regarding opinions on the Web (Jansen, Zhang, Sobel & Chowdury, 2009:2170).

According to Zhang, Li and Chen (2012:2), social media provides a platform where guests can express their experiences and opinions, by means of online word-of-mouth. Jansen *et al.* (2009:2170) state, that online reviews are a medium of electronic word-of-mouth (online word-of-mouth). Therefore, guest houses can utilise the online word-of-mouth communication tool by means of implementing the different types of social media and online travel reviews to communicate their product and service offerings.

3.7.10.1 Social media

Social media can also be referred to as consumer-generated media. Social media can be described as a range of new sources of online information that consumers create, initiate, circulate and use with the intention of educating each other about products, brands, services, personalities and issues (Blackshaw & Nazzaro in Mangold & Faulds, 2009:357). Asur and Huberman (2010:1) explain social media as a type of online marketing communication method where people can freely access content, bookmark it, share it and link it at an extraordinary rate. Mangold and Faulds (2009:358) argue that social media comprises a variety of online word-of-mouth opportunities, where the verbal word is replaced by the written word or videos. Another definition of social media is “website and computer programmes that allow people to communicate and share information on the

Internet using a computer or mobile phone.” The use of the mobile phone can be explained in that electronic convergence has resulted in the Internet now being available on mobile phones (Cambridge Dictionaries Online, 2013).

According to Kaplan and Haenlein (2010:62-64), there are six different types of social media: namely, blogs, social networking, virtual social worlds, collaborative projects, content communities and virtual game worlds. These types of social media will now be discussed in more detail.

Firstly, **blogs** originated from the words ‘web log’. A blog can be described as a way to communicate online and is known as an online journal. Typically, a blog is developed and maintained by an individual and does not allow users to change any of the content originally created, but comments can be posted by the users (Flierl & Fowler, n.d.:1). In other words, blogs are a type of website that normally provides entries which are dated and not in order (Organisation for Economic Cooperation and Development in Kaplan & Haenlein, 2010:63). This is a type of social media that guest houses can make use of. For example, a guest house can write a blog about the guest house and Internet users can read this, but the Internet user cannot change the content. By doing this, they communicate their product and service offerings to a potential target market or to a database of existing customers who have previously stayed at the guest house.

Secondly, **social networking** as a type of social media is defined by Gunawardena, Hermans, Sanchez, Richmond, Bohley and Tuttle (2009:4) as technological software and services which provide the opportunity for people to communicate with other people from other places at any time. Furthermore, social networking sites relate to a specific place online with which the users can customise themselves. These sites offer a space or a platform where users can create personal profiles which enable them to communicate with other people. This is a way of sharing updates and content about their daily lives (Cook, 2011:87). Examples of social networking sites are Facebook, Twitter, MySpace etc. The new trend among businesses is to have a competition on Facebook, where Facebook users have to ‘like’ a certain product and service offering of a business, and this increases the awareness of a business. Social networking can therefore inspire potential guests to purchase a guest house’s product and service offerings (Sagum, 2011).

Thirdly, **virtual social worlds** are another type of social media. They are platforms that duplicate a three-dimensional location or setting. Users can act as “personalised avatars” and in such a way interact and communicate with one another just as it would be in real life. In addition, virtual social media can be explained as virtual social world users who also act in three-dimensional settings in the form of avatars, but in this space there are no rules and regulations. The only law that restricts the setting is the law of gravity (Kaplan & Haenlein, 2010:64). This type of social media can be used by guest houses as they can offer a 360 degree virtual tour of the guest house, which will enable the Internet user to see the whole guest house on the Internet as it looks in real life.

Virtual game worlds as a social media type, refers to users who duplicate a three-dimensional setting, where they act as “personalised avatars” through playing games. Virtual game worlds need users to act within the rules and regulations of the game (Kaplan & Haenlein, 2010:64). Play Station games are an example of this type of social media. This is not really a type of social media used by guest houses, however, as guest houses are usually too small to utilise such an extensive social media method.

Fifthly, **content community** is media content that is shared between users (Kaplan & Haenlein, 2010:63). There are a number of media types that can be found in content communities such as text, photos, videos, as well as PowerPoint presentations. Examples of content community sites are Flickr where photos can be posted, YouTube where videos can be uploaded and Slideshare where people can upload PowerPoint presentations. This can be implemented very easily by guest houses, as they can post a video of the guest house on YouTube or post photos of the guest house on Flickr.

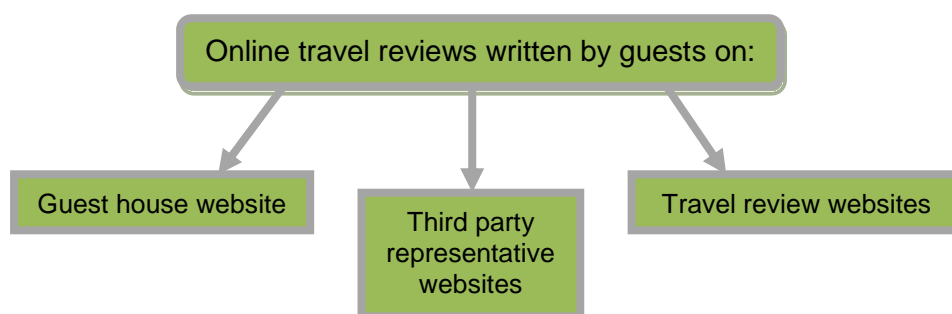
Lastly, **collaborative projects** as a type of social media allow combined development and creation of content which is done by the end-user. In other words, anyone can add to the content on a specific site. Wikipedia is an example of such a combined creation (Kaplan & Haenlein, 2010:62). This is not a viable type of social media to use for guest houses, as this is more of a method used by bigger accommodation establishments such as hotel groups.

The growth of social media has changed the way people live, as they now have control over the information that is received, how it is used and how it is responded to. Information that can be accessed in this type of media is rapidly changing the manner in which individuals obtain and interpret news. It has also adjusted the way individuals are entertained, how they connect, interact socially and travel (Cook, 2011:82).

3.7.10.2 Online travel reviews

Cook (2011:115) is of the opinion that reviews written by guests carry a great deal of weight in the guest house sector. These online reviews play a big role in the guests' decision-making process when they select a guest house to stay in. In other words, travel reviews can be seen as a typical example of online word-of-mouth. Travel reviews are conducted on the internet, and there are three types of online travel reviews where guests can share their experiences. These are online reviews that are written by guests (1) on the guest house website, (2) on third party representative websites and (3) travel review platforms. These three types of online travel reviews are depicted in Figure 3.7 and a detailed discussion of these types will follow.

Figure 3.7: Types of online travel reviews



Source: Researcher's own interpretation

Firstly, as mentioned, the communication function of a guest house website includes the two-way communication that can take place on the website. The guest house website can have a feature where guests can write online travel reviews about the experience gained at the guest house (Dombay *et al.*, 2010:105).

Secondly, guests can share and write about travel experiences on third party representative websites such as Bookings.com and SafariNow.com. A third party representative website is an online service which offers reservation and marketing facilities for guest houses. This service is operated by companies and it is a method which guest houses can use to distribute their offerings without spending too much (University of Pretoria, 2010:7). These sites are services which provide online reservation and marketing facilities for guest houses and these services are operated by independent companies. The guest review process that this type of site offers is as follows.

The third party representative site sends an email to the guest after staying at the guest house, and the guest can then write a review of the experience gained at the guest house. Then, the third party representatives post it on their website for future, potential guests to read. A large number of good reviews will increase the yellow five-star rating on these sites and bad reviews will decrease the five-star rating. The yellow five-star review rating of the specific guest house appears when the Internet user searches for accommodation on these sites. The Internet user can click on the reviews in order to read what previous guests have experienced at the guest house (SafariNow, 2012). Figure 3.8 on the following page is a print screen of how the Internet user will see the yellow five-star review rating of some guest houses in the Pretoria East geographical area.

Figure 3.8: Example of yellow five-star review rating in the Pretoria East area

The screenshot displays the SafariNow website interface for Pretoria East accommodation. The browser window shows the URL <http://www.safarinow.com/destinations/pretoria-east/hub.aspx>. The search bar contains the text "how does safarinow reviews work". The website features a navigation bar with tabs for Overview, Accommodation (53), Restaurants (8), Events, Destinations, and Things To Do. A sidebar on the left allows for refining the search by travel dates, locations in Pretoria East (including Popular Locations like Moreleta Park and Faerie Glen), accommodation type, and other filters. The main content area displays a list of accommodation listings, each with a photo, name, location, description, and a five-star rating. The listings shown are:

- Big Tree Self-catering Guest House**: Faerie Glen Self-catering in Faerie Glen. 15 Reviews. From R250 p/p sharing. From R300 Single. Sleeps 4 Guests.
- Isabel's Place**: Garsfontein Self-catering in Garsfontein. 29 Reviews. From R175 p/p sharing. From R300 Single. Sleeps 2 Guests.
- Oxnead Guest House**: Moreleta Park Guest House, Moreleta Park Self-catering in Moreleta Park. 14 Reviews. From R260 p/p sharing. From R390 Single. Sleeps 13 Guests.
- Lily Rose**: Moreleta Park Bed and Breakfast in Moreleta Park. 3 Reviews. From R620 Rooms/Units. Sleeps 2 Guests.

The bottom of the screen shows the Windows taskbar with various application icons and the system clock indicating 09:56 on 2012/11/14.

Source: SafariNow (2012)

Thirdly, travel reviews can be written by guests on travel review sites such as Trip Advisor, which is a very popular online travel review platform. Trip Advisor is a source that allows inter-reliant reviews to be posted on a platform, in order to restructure the referral processes and provide opportunities for guest houses to gain direct bookings (Cook, 2011:115).

Guest houses must be aware of their profile and reviews posted on Trip Advisor, as this is a way in which they can be made aware of the guests' point of view. Reviews on Trip Advisor will allow guest houses to view the bad reviews and good reviews posted by guests. Guest houses can see what they did wrong and mistakes should be rectified (Cook, 2011:116). Tripadvisor.com is an excellent website where guest houses can build and maintain successful relationships with guests.

The main online marketing communication tools for guest houses have been discussed comprehensively. Reasons why guest houses should engage in using the Internet to communicate their product and service offerings are provided in the following section.

3.8 REASONS WHY GUEST HOUSES SHOULD COMMUNICATE THROUGH THE INTERNET

Gurău (2008:173) argues that there are three main characteristics that distinguish the Internet from any other marketing communication tool. These three characteristics are interactivity, transparency and memory. **Interactivity**, in that the Internet provides opportunities for interactive communication to take place, as it is not just an interface but also acts as a communication agent. This communication agent offers a direct interaction between the individuals and the software applications. **Transparency**, as the information which is provided online can be downloaded, accessed and observed by any individual that uses the Internet, except if it is protected. **Memory** is also a characteristic, seeing that the Internet acts as a storing mechanism of information. The information that is uploaded and published on the Internet stays in the memory until it is erased.

Four additional reasons why guest houses should make use of online marketing communication tools are mentioned by Countryman (in Kline *et al.*, 2008:25), and listed below:

- Less money is spent on marketing efforts.
- An online market profile is provided.
- Information that is rich and comprehensive is provided.
- The uniqueness of the guest house can be visualised.

Furthermore, Keller (2009:151) indicates that online marketing communications can be used by businesses to build strong brands. Therefore, by making use of all the online marketing communication tools, guest houses can build a strong brand amongst potential and current guests. This shows how important it is for guest houses to execute online marketing communication activities. When guest houses utilise the available online marketing communication tools, together with an open mind for business, it will ensure that guest houses have fully-booked rooms and no more quiet periods per year (Johnson, 2012).

All of the points discussed above are reasons why it will make it worthwhile to use the Internet in order to communicate and promote a guest house's product and service offerings.

3.9 CONCLUSION

In conclusion, it can be stated that the Internet has produced tremendous changes in the way guest houses can go about communicating their product and service offerings. The marketing mix theory was explained and the communication process was provided. The off-line marketing communication tools for guest houses were discussed in this chapter. All the important terms with regard to the Internet were provided and the various Internet-based marketing communication models were explained. All the available online marketing communication tools for guest houses were considered in this chapter and the eight Cs of a commercial website were used to provide a framework to evaluate a guest house website. This chapter thus gives a broad picture of the off-line methods of

communicating a guest house's product and service offerings, together with the more modern methods of using the Internet. In Chapter 4, the research methodology approach of this study is explained and discussed in detail.

CHAPTER 4:

RESEARCH METHODOLOGY

4.1 INTRODUCTION

As an introduction to this chapter, the problem statement and study objectives must first be considered. The problem statement and study objectives will be used as guidelines on what should be addressed and tested. Firstly, the problem statement refers to the definite need within the guest house industry, with regard to using effective online marketing communication tools. Furthermore, the objectives of this study are divided into primary and secondary objectives. The primary objective of this study is to determine which online communication tools are used mostly by the guest houses in the Pretoria East region. The secondary objectives of this study are the following:

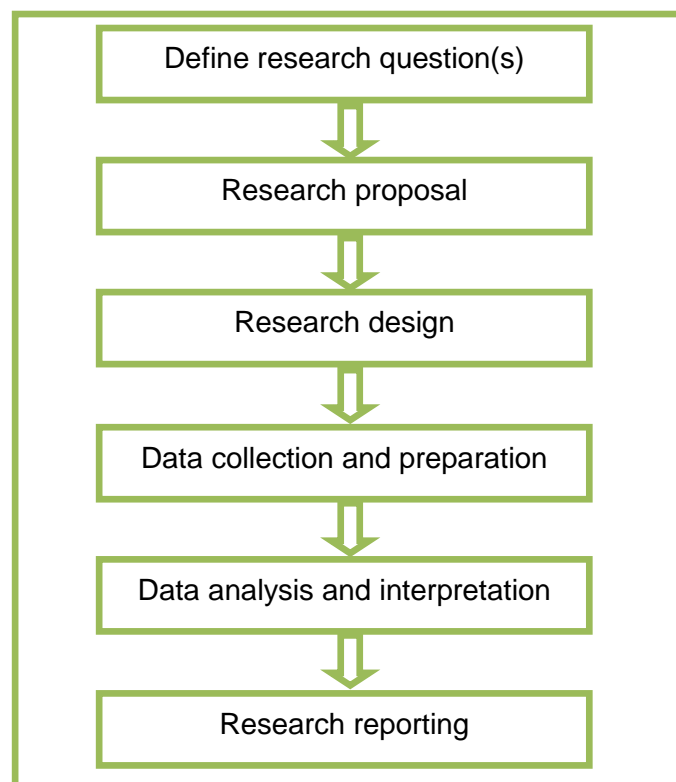
- To determine the traditional marketing communication tools mostly used by guest houses in the Pretoria East region.
- To evaluate Pretoria East guest house websites by utilising the eight Cs of the commercial website model.
- To determine if guest house owners/managers update their websites on a regular basis.
- To determine the level of Internet/electronic skills of guest house owners/managers.
- To investigate if occupancy levels differ between guest houses that have links on their websites to other complementary services, and those that do not.
- To investigate if occupancy levels differ between guest houses that have links on their websites to social networking sites, and those that do not.
- To investigate the corpographics of guest houses in Pretoria East.
- To provide recommendations for guest house owners to help improve their online marketing communication tools.
- To identify areas for future research.

The aim of this chapter is to provide and explain all the elements regarding the research methodology of this study. In addition, the six steps of the research process and a detailed explanation of where each one of these steps fits in can be found in this chapter. Furthermore, the components in the research design will be listed and discussed. Lastly, the data collection and preparation of this study will be comprehensively explained.

4.2 THE RESEARCH PROCESS

The research process can be explained as a sequential process which includes a number of clearly defined steps (Blumberg, Cooper & Schindler, 2011:46). Figure 4.1 below demonstrates these steps of the research process.

Figure 4.1: The research process



Source: Adopted from Blumberg *et al.* (2011:46)

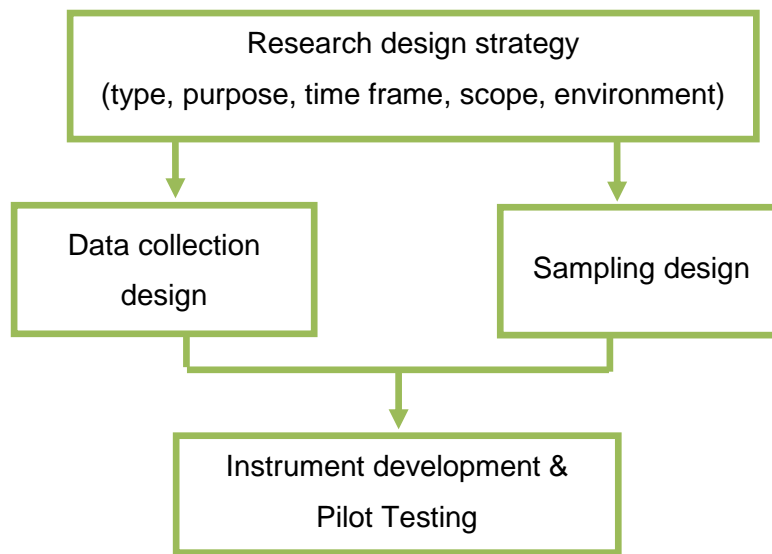
The first step in this process is to formulate the research question or questions about which the researcher wants to conduct research. The second step is to develop a research proposal, which includes the motivation and background for the study as well as research questions and objectives. Thus, steps one and two have already been performed in Chapter 1 of this dissertation.

Step three in the research process is research design which is followed by step four, namely data collection and preparation step. These two steps will be discussed and explained later in this chapter. Step five involves the data analysis and interpretation which will be introduced later in the chapter, but a comprehensive discussion of this step can be found in Chapter 5 of this dissertation. Lastly, research reporting is the final step of the research process. This step will also be introduced later on in the chapter and more information regarding this step will be covered in Chapter 6 of this dissertation which deals with conclusions and recommendations.

4.3 RESEARCH DESIGN

Tustin (2005:82) describes research design as the strategy which must be followed in order to understand the research objectives as well as the hypotheses. This strategy indicates the methods and processes utilised to collect and analyse the required information. Blumberg *et al.* (2011:57) refers to this as the “blueprint” on how to accomplish the set objectives of a study. In other words, the research design is the set outline/structure of research which will be executed in order to achieve the objectives of this study. Figure 4.2 illustrates the components of the research design.

Figure 4.2: Components of research design



Source: Adapted from Cooper & Schindler (2008:141)

In Figure 4.2 above, the four components of research design – namely, research design strategy, data collection design, sampling design, as well as instrument development and pilot testing - are depicted. These components will now be explained individually.

4.3.1 Research design strategy

This is a component that should be determined in the early stages of a study. Firstly, it is important to identify which type of research design will be followed in this study.

4.3.1.1 *Types of research design*

The three types of research design are exploratory, causal and descriptive. Exploratory research is conducted when a researcher is specifically looking for more information regarding the general nature of a problem, the potential decision options and all the related variables which should be considered (Aaker, Kumar & Day, 2007:79). Causal research is performed when there is a relation between two or more variables. There are two kinds of causal studies: namely, causal-exploratory and causal-predictive. A causal-exploratory study is when one of the variables has an influence or changes the other variable. A causal-predictive study refers to a study where the researcher tries to foresee the result of

one variable by means of manipulating another variable, while keeping all the other variables the same (Cooper & Schindler, 2008:144). **Descriptive research** involves finding out who, what, when, where and how, in order to answer the research questions and objectives (Tustin, 2005:86). It is for this reason that descriptive research will be used in this study.

4.3.1.2 Descriptors of research design

The research design strategy includes various elements which are called the descriptors of the research design strategy (Cooper & Schindler, 2008:141). The eight descriptors, with reference to this study, are indicated in Table 4.1 below.

Table 4.1: Descriptors of the research design followed in this study

The degree to which the research question has been crystallised	Descriptive study – finding out who, what, when, where and how in order to answer the research objectives.
The method of data collection	Communication study – researcher questions subjects and gains responses through personal and impersonal methods.
The power of the researcher to produce effects in the variables under study	Ex post facto design – the researcher cannot manipulate and has no control over variables.
The purpose of the study	Descriptive – research involves finding out who, what, when, where and how in order to answer the questions.
The time dimension	Cross-sectional study – research is performed once and it acts as a snapshot at one point in time.
The topical scope – breadth and depth of the study	Statistical study – emphasis on a full contextual analysis.
The research environment	Field setting – research takes place in actual environmental conditions.
The participants' perceptions of research activity	Actual routine – participants perceive no deviations from everyday routines.

Source: Adapted from Cooper & Schindler (2008:143-145)

4.3.2 Data collection design

The data collection design refers to the method of data collection which will be used in a study. In order to select a method that is valid and reliable, the correct type and source of information should be selected. The two main sources of data collection are secondary and primary sources (Tustin, 2005:88).

Secondary data refers to the existing data that are accessible, as these data were collected for another reason. Therefore, the data were collected for a purpose other than the current problem that is being investigated. For instance, existing business information, data that were comprehended by other organisations or pooled data sources are examples of secondary sources where information can be collected (Tustin, 2005:88).

Tustin (2005:89) explains *primary data* as information that is obtained for the specific purpose of addressing research objectives or questions in a study. Primary research can be conducted by means of a quantitative or qualitative approach. Blumberg *et al.* (2011:144) state that the difference between these two approaches mainly lies in the type of information utilised to investigate the phenomenon. Thus, the quantitative information refers to the information in the form of numbers and figures, whereas qualitative information involves information in the form of words, sentences and narratives.

Now that it is clear what the difference between the two main sources of data collection is, the source of data collection which will be used for the purposes of this study should be identified. **Primary data** will be collected for this study in order to provide answers to the problem statement and the stated objectives. Furthermore, the research approach used for this study is the **quantitative research method**.

Quantitative research was performed in this study by use of the **survey method**. The communication approach refers to surveying individuals and recording their responses for the analysis. The strength of the survey as a primary data-collecting approach is its flexibility (Blumberg *et al.*, 2011:207).

Choosing the correct communication approach is vital when collecting data for a study. Blumberg *et al.* (2011:213) list the **four methods** which can be used in surveying: namely, personal interviews, telephone interviews, self-administrated surveys and web-based surveys. *Personal interviews* are conducted when a person is interviewed face-to-face by an interviewer. *Telephone interviews* take place when individuals are interviewed over the telephone by an interviewer. *Self-administrated surveys* can be carried out in two ways. Firstly, questionnaires can be faxed, mailed or couriered to be completed by the individual, and return mechanisms such as self-addressed envelopes are usually included. Secondly, individuals are asked to complete a questionnaire on paper in a central location, without the interviewer's assistance which is then collected by the interviewer. *Web-based surveys* can also be performed in two ways. The first is when a questionnaire is e-mailed or accessible on a website and the individual has to complete the questionnaire by him/herself. The other method which can be used is when a questionnaire appears as a pop-up window on the computer screen and the individual has to complete it without the assistance of an interviewer. In Table 4.2 on the next page, the advantages and disadvantages of each of these survey methods are provided.

After considering the advantages and disadvantages of these four survey methods, the researcher came to the conclusion that the main survey method which would be used to collect the data was to utilise a questionnaire, in order to interview the respondents/guest house managers personally. This survey method will be used in order to maximise the response rate. However, the other survey methods were also considered as alternatives, as the guest house owners/managers might be too busy to meet with the researcher. The use of a hybrid survey approach was therefore considered if personal interviews were not possible.

Table 4.2: Advantages and disadvantages of survey methods

Survey methods	Personal Interviews	Telephone Interviews	Self-administrated Surveys	Web-based Surveys
Advantages	<ul style="list-style-type: none"> • Good co-operation from respondents • Interviewer can answer questions about survey, probe for answers, use follow-up questions, and gather information by observation • Special visual aids and scoring devices can be used • Illustrate and functionally illiterate respondents can be reached • Interviewer can pre-screen respondent to ensure he or she fits the population profile • CAPI - computer-assisted personal interviewing can be used: responses can be entered into a portable microcomputer to reduce error and cost 	<ul style="list-style-type: none"> • Lower cost than personal interview • Expand geographical coverage without drastic increase in costs • Use fewer, more highly-skilled interviewers • Reduce interviewer bias • Fastest completion time • Better access to hard-to-reach respondents through repeated call-backs • Can use computerised random-digit dialling • CAPI - computer-assisted personal interviewing can be used: responses can be entered into a portable microcomputer to reduce error and cost 	<ul style="list-style-type: none"> • Allow contact with otherwise inaccessible respondents (e.g. CEO's) • Expand geographical coverage without drastic increase of costs • Require minimal staff • Perceived as more anonymous • Allow respondents time to think about questions • More complex instruments can be used • Rapid data collection • Sample frame lists viable locations rather than prospective respondents • Visuals may be used 	<ul style="list-style-type: none"> • Allow contact with otherwise inaccessible respondents (e.g. busy CEO's) • Expand geographical coverage without drastic increase of costs • Require minimal staff • Perceived as more anonymous preventing interview bias • Allow respondents time to think about questions • More complex instruments can be used • Rapid data collection • Respondents who cannot be reached by phone can be accessed • Sample frame lists viable locations rather than prospective respondents • Visuals and movies may be used • Easy and inexpensive use of colours in the survey

Survey methods	Personal Interviews	Telephone Interviews	Self-administrated Surveys	Web-based Surveys
Disadvantages	<ul style="list-style-type: none"> • High costs • Need for highly-trained interviewers • Longer period needed in the field collecting data • May be wide geographic dispersion • Follow-up is labour-intensive • Not all respondents are available or accessible • Some respondents are unwilling to talk to strangers in their homes • Some neighbourhoods are difficult to visit • Questions may be altered or respondent coached by interviewers (bias) 	<ul style="list-style-type: none"> • Response rate is lower than for personal interview • Interview length must be limited • Many phone numbers are unlisted or not working, making directory listings unreliable • Some target groups are not available by telephone • Responses may be less complete • Illustrations cannot be used 	<ul style="list-style-type: none"> • Printing and postage costs • Low response rate in some modes • No interviewer intervention available for probing or explanation • Cannot be too long or complex • Accurate mailing list needed • Often respondents returning survey represent extremes of the population –skewed responses • Anxiety among some respondents • Need for low-distraction environment for survey completion 	<ul style="list-style-type: none"> • Low response rate in some modes • No interviewer intervention available for probing or explanation • Cannot be too long or complex • Accurate email addresses needed • Often respondents returning survey represent extremes of the population –skewed responses • Anxiety among some respondents • Computer security • Need for low-distraction environment for survey completion

Source: Adopted from Blumberg *et al.* (2011:213)

4.3.3 Sampling design

There are a number of choices that should be made regarding the sampling of a study. The sampling design consists of questions that should be answered and that act as steps in this component of the research design (Cooper & Schindler, 2008:381). These steps will now be discussed as they pertain to this study.

4.3.3.1 *Who is the target population?*

According to Tustin (2005:96), the population is known to be the group that the sample will be gained from. However, the target population is identified by means of sample elements and sampling units, while extent and time are also factors. The target population of this study will consist of all the guest houses in the Pretoria East region already active on the Internet, that are currently advertising on the four biggest online accommodation guides. This population was collected in the following way: the researcher accessed Google, which is a well-known search engine on the Internet and used the key words "Guest houses in Pretoria East" to search for all the guest houses that advertise in the accommodation guides, also known as third party representatives. At the time of this study, all the accommodation guides/third party representatives that appeared on the search engine Google were Sleeping-OUT, SafariNow.com, SA-Venues.com, AA Travel Guide, SA Places, Travel 2 Stay, Bedhunt.com, Safari Accommodation, Bookings.com and WhereToStay.co.za. From these above-mentioned accommodation guides a number of guest houses were identified, but only the guest houses that fall within the borders of the Pretoria East region, according to the City of Tshwane map attached in Appendix A, and are active on the Internet, acted as the final target population. A total number of 55 guest houses form the target population of this study.

4.3.3.2 *What is the sampling frame?*

The sampling frame can be discussed as the elements that the sample is really drawn from. A sample frame is vital if a probability sample is to be drawn. There are a number of sample frames: namely, telephone directories, industry registers and geographic maps (Tustin, 2005:96). Geographic maps are used as a sample frame for this study, as only the guest houses with Internet accessibility that fall within the borders of the Pretoria East region, according to the City of Tshwane map, will be included in the sample.

4.3.3.3 *What is the appropriate sampling method?*

There are two approaches or methods that can be utilised to obtain information from a population: either through a sample or a census. A sample can be described as a subset of the population, while a census is where the whole population is asked to partake in the research or provide information (Cooper & Schindler, 2008:374). Due to the nature of this study, the total target population - thus a census - will be studied.

The census includes the 55 guest houses that were identified, as these are all the guest houses that are currently active online. Six of the 55 guest houses had closed since the researcher compiled the total population. The total target population thus decreased from 55 to 49 guest houses. All 49 of these guest houses were contacted and invited to take part in the study, only 35 of the guest houses took part in the study. Therefore the sample size was 35. The respondent representing each guest house was the guest house owner/manager who considers and makes all the marketing decisions in their businesses.

4.3.4 *Instrument development and pilot testing*

A questionnaire will be used as an instrument to collect data for this study. The questionnaire used in the data collection process of this study is attached in Appendix C. Ligthelm (2005:387) is of the opinion that the questionnaire plays an important role in the research process. The quality of data is mainly determined by the design of the questionnaire and the questions included in it. A questionnaire should be developed and designed so that it will ensure that the data collected are directly related to the research

problem and research objectives. Furthermore, a questionnaire will allow the researcher to analyse a large number of interviews so that any variation in responses can be determined.

The formulation of the questions in the questionnaire used for this study was developed clearly, so that the questions are understandable and not confusing. The questionnaire was set out in such a way that the guest house owners/managers could fully understand what was being asked of them and could complete it themselves. This questionnaire consists of three sections: namely, marketing communication tools of guest houses, guest house websites and specific guest house details. The procedure followed in developing the questionnaire is discussed below.

4.3.4.1 Question content and phrasing

According to Blumberg *et al.* (2011:393), there are four questions that should be asked which can guide the instrument designer in the selection of relevant question content. These four questions are:

- Should this question be asked?
- Is the question of appropriate scope and coverage?
- Can the participant sufficiently answer the questions, as they are asked?
- Will the participant willingly answer the questions, as they are asked?

Before the researcher decided about the content of each question in the questionnaire, these four questions were considered and each question was adjusted accordingly, in order to ensure that a well-constructed questionnaire with relevant content was the outcome.

4.3.4.2 Question sequence

When questions are structured in a questionnaire, the interviewer reads the questions precisely as they appear and in a given sequence. Therefore, all the respondents are asked the same questions and in the same order. Questions that are arranged logically

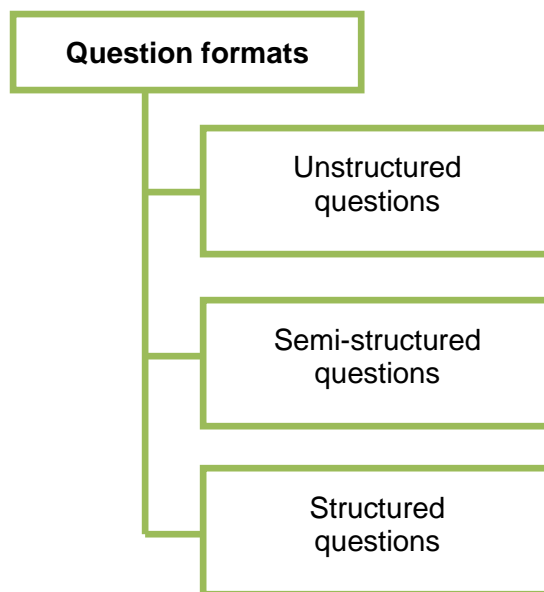
improve the standard of interviewing, will also assist the interviewer and will ensure a logical and harmonious flow of thought in the questionnaire (Ligthelm, 2005:391).

Ligthelm (2005:391-392) points out aspects of the question sequence for a questionnaire and these aspects were considered while developing the questionnaire for this study. The first question of the questionnaire was created to be simple and interesting, which was done to let the respondent feel at ease and to motivate him/her to continue with the questionnaire. In the questionnaire of this study, it was clearly indicated what and who must answer it, especially with the skip questions. Skip questions can be explained as a question that guides the respondent to another question when a specific answer is provided. The sequence of questions flowed logically. Section A consisted of questions relevant to the marketing communication tools for guest houses. Section B formulated the questions regarding the guest house websites. Lastly, Section C contained the specific, detailed questions about the guest house. The demographical questions were placed last, in order to make sure that the first two sections were fully completed, as these were the important questions that were required for the purposes of this study. This questionnaire contained no questions of a sensitive nature and there were no questions that required sensitive/classified information.

4.3.4.3 *Question format*

Questions can be stated in three types of format and these three formats are illustrated in Figure 4.3 below.

Figure 4.3: Formats of questions



Source: Ligthelm (2005:393)

Figure 4.3 demonstrates the different types of questions - namely, unstructured, semi-structured and structured. Each type of question will be discussed below, as well as the types of questions which were formulated in the questionnaire for this study.

- **Unstructured questions**

With this type of question, an interview is performed without any pre-formulated questions. The respondents are entitled to express their own opinion in their own words. Unstructured questions are used for in-depth interviews and focus group discussions, which include a well-trained moderator or facilitator and the respondent or respondents (Ligthelm, 2005:392). No unstructured questions were used to collect data for this study.

- **Semi-structured questions**

This type of question is normally used in business-to-business marketing research where there is a requirement to house widely contradictory responses from businesses. Semi-structured questions are also used in the situations where responses cannot be anticipated. The first question can be structured in order to compare it with the other interviews, whereas the questions that follow are on a

specific topic and these will result from the responses. This type of question is limited to off-line and online in-depth interviews, as well as focus group discussions which include online focus groups (Ligthelm, 2005:393). For the purposes of collecting data for this study, no semi-structured questions were included in the data collection instrument.

- **Structured questions**

Questionnaires which include structured questions with structured and/or unstructured responses are usually utilised in marketing research and all the questions are pre-formulated. The answers/responses to structured, pre-formulated questions can either be structured or unstructured. Structured answers/responses are pre-determined and are also referred to as close-ended answers/responses. Structured questions can also include unstructured or open-ended answer/responses. These answers/responses enable the respondent to answer it in his/her own words (Ligthelm, 2005:394). Structured pre-formulated questions were used in the questionnaire for this study and the different types are explained below.

- a) Multiple-choice single response questions**

According to Cooper and Schindler (2008:342), in multiple-choice questions the researcher provides more than two alternatives which the respondent can choose from, but only one option can be selected by the respondent. This type of question is asked when information can be grouped into practically fixed categories. It can also be asked when the aim is to direct the respondents' thoughts in a specific direction (Ligthelm, 2005:398). Multiple-choice single response questions are easy to answer and much less time-consuming. In the questionnaire for this study, four multiple-choice single response questions were asked, namely Questions 1, 12, 16 and 20.

- b) Ranking questions**

When the researcher feels that it is important for a relative order of alternatives, the ranking question is ideal (Cooper & Schindler, 2008:346). Rank-order questions are relative because respondents are asked to measure one item against another.

In this type of question, the researcher asks the respondent to rank a set of items in terms of a set criterion (Ligthelm, 2005:403). In the questionnaire of this study there was only one of these questions, namely Question 2. The set criterion of this question was that the respondents were asked to rank the five most frequently used methods for the marketing of their guest houses.

c) Scaled questions

The Likert scale is one of the most often utilised variations of summated rating scales. Summated scales contain statements that express either a favourable or unfavourable attitude towards each object of interest. The respondent has to indicate his/her attitude related to the object (Blumberg *et al.*, 2011:362). The response formats used in the questionnaire are:

Never	Rarely	Sometimes	Often	Do not know
--------------	---------------	------------------	--------------	--------------------

or

Rapidly decreasing	Decreasing	Same	Increasing	Rapidly increasing
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All of these statements reveal the attitude towards, or perception of, a certain subject. The statement must be linked to the subject. In the questionnaire for this study, two of the questions were of Likert type response format, namely Questions 3 and 4.

d) Dichotomous questions

This is the simplest form of close-ended questions and it only allows two options from which the respondent can answer. Thus, the answer of the respondent must fall into one of the two categories for it to be valid (Ligthelm, 2005:398). Most of the dichotomous questions in the questionnaire for the study had 'yes' and 'no' options. There are some questions that provide two other options other than 'yes' and 'no'. The questionnaire for this study includes ten dichotomous questions, namely Questions 5, 6, 7, 8, 9, 10, 11, 17, 19, 21.

e) Open-ended questions

Open-ended questions, also referred to as free-response questions, are used when the researcher wants the respondent's answer in his/her own words. The responses gained from such a question can be enormously helpful. No options or alternative responses are provided in such a type of question. The open-ended responses are very useful, as the respondent states the answer in his/her own words (Ligthelm, 2005:396). The questionnaire for this study has two open-ended questions, namely Questions 13 and 14.

f) Multiple-choice multiple response questions

As mentioned above, multiple-choice questions are questions that have more than two options the respondent can choose as an answer. Multiple-choice multiple response questions means that the respondent can choose more than one applicable option (Cooper & Schindler, 2008:307). In the questionnaire of this study, Questions 15 and 18 are multiple-choice multiple response questions.

g) Open- and close-ended questions

This type of question is a mixture of open-ended and close-ended questions. For example, a multiple-choice question combined with a 'Please specify' area or option. Open- and close-ended questions have a number of options from which the respondent can choose either just one or more than one option, but it also has a 'Please specify' option. The respondent is asked to specify an additional option in his/her own words (Ligthelm, 2005:410). In the questionnaire for this study, Questions 1,2,15 and 18 were open- and close-ended questions, with 'Please specify' options. Question 2 asks the respondent to rate the effectiveness of each method ranked, by providing an effectiveness percentage out of a 100 for each method ranked.

The format of the questions utilised in the questionnaire for this study is summarised in Table 4.3.

Table 4.3: Format of structured questions

Type of questions	Questions in the questionnaire
<ul style="list-style-type: none">• Multiple-choice single response questions	Questions: 1, 12, 16 and 20
<ul style="list-style-type: none">• Ranking questions	Question: 2
<ul style="list-style-type: none">• Scaled questions	Questions: 3 and 4
<ul style="list-style-type: none">• Dichotomous questions	Questions: 5, 6, 7, 8, 9, 10, 11, 17, 19 and 21
<ul style="list-style-type: none">• Open-ended questions	Questions: 13 and 14
<ul style="list-style-type: none">• Multiple-choice multiple response questions	Questions: 15 and 18
<ul style="list-style-type: none">• Open- and close-ended questions	Questions: 1, 2, 15 and 18

As can be seen in the table some of the questions have a double classification.

4.3.4.4 *Physical characteristics of a questionnaire*

The appearance and layout of the questionnaire are very important. A questionnaire which is provided for a respondent has to be neat. The questionnaire should not be too long, but its layout should allow sufficient space to record the required information. Once the respondent has answered a question, there should be no uncertainty about which is the next question that needs to be answered. The skip pattern technique is used to guide the respondent where to go next, depending on the answer provided (Ligthelm, 2005:413). In the questionnaire for this study, there are three skip questions (Questions 5, 17 and 19), which guided the respondent to another question when they chose 'no'. The questionnaire for this study was divided into three sections, in order to make it more structured. The following sections can be identified in the questionnaire:

- Section A: Questions 1 to 3 cover all the current marketing communication tools of guest houses.
- Section B: Questions 4 to 12 are measurements about the guest house websites.
- Section C: Questions 13 to 21 contain all the specific guest house details of the respondents.

4.3.4.5 Pilot testing

A pilot test is usually conducted to discover the mistakes and weaknesses a data collection instrument might have (Blumberg *et al.*, 2011:58). Therefore, a pilot test was performed where the researcher pre-tested the questionnaire on three respondents who were not part of the target population. This was done in order to establish the weaknesses of the data collection instrument. The identified weakness was in Question 2 which missed an option that all the pilot-testing respondents mentioned, so this option was added to the question. This weakness was rectified to finalise the data collection instrument, in order to have a tested data collection instrument that was ready to be distributed to all the respondents/guest houses.

4.4 DATA COLLECTION AND PREPARATION

Data collection and preparation is the fourth step in the research process, as illustrated in Figure 4.1. The data collection process and the data preparation techniques that were performed for this study are explained below.

4.4.1 Data collection

Tustin (2005:99) refers to the data collection process as the fieldwork, or the way in which the data will be collected. Due to the nature and uniqueness of this study, more than one of the survey methods were used in order to collect the primary data. The guest house owners/managers are the participants that were asked to take part in this study. The researcher telephonically contacted each one of the guest house owners/managers that formed part of the population and explained what the study was about and asked to make an appointment to conduct a personal interview. The researcher completed the questionnaire on behalf of the guest house owners/managers during these personal interviews. However, there were a few guest houses that had a very busy schedule and in these situations the researcher offered to do a telephone interview whereby the researcher asked the questions from the questionnaire and completed it on behalf of the guest house owner/manager. In other situations, the researcher offered to send the questionnaire via email so that the guest house managers could complete it by themselves and they then

sent it back to the researcher. Data must be collected in an ethical manner and thus a discussion on ethical research follows below.

4.4.1.1 Ethical research

According to Kolb (2008:14), there are a few ethical guidelines for research and these include:

- Research should only be conducted where the search for truth is not compromised.
- The researcher should always be honest with the participants.
- The researcher should protect the participants at all times.

During the data collection phase, all these guidelines were considered and the researcher followed them. Therefore, the data collection phase of this study was conducted in an ethical manner.

4.4.2 Data preparation

Raw data gained from the questionnaire must undergo a process whereby preliminary preparation takes place, before the data can be analysed. This process is referred to as data preparation (Aaker *et al.*, 2007:432). The three data preparation techniques include editing, data coding and data capturing. The discussion below explains the process followed during the data preparation for this study.

4.4.2.1 Editing

The aim of editing data is to ensure that answers are comprehensive, correct and suitable for further processing (Bradley, 2010:314). All the completed questionnaires were inspected in order to discover which of the questions were answered incorrectly or not answered at all. The researcher completed most of the questionnaires on behalf of the respondents during the interviews. In the situations where the respondents incorrectly answered or did not answer a question, the researcher contacted the respondent and

asked the question again. In such a way, all the questions in all of the questionnaires were answered correctly.

4.4.2.2 Data coding

According to Bradley (2010:314), the word 'coding' refers to the technique whereby all the difficult descriptions are transferred into straightforward meanings and are normally allocated a number. This number indicates the coding of the data. In other words, coding is when raw data are transformed into symbols (Iacobucci & Churchill, 2010:351). All the questions in the questionnaire used for this study were coded, except for Questions 13 and 14, as these were open-ended questions.

4.4.2.3 Data capturing

After the data collection process, the researcher captured the data on an Excel spread sheet. It was then exported to the statistical package, SPSS, for data analysis.

In the following section, the data analysis and interpretation step will be introduced.

4.5 DATA ANALYSIS AND INTERPRETATION

There are two types of statistical data analysis: namely, descriptive and inferential (Kolb, 2008:251). These two types of statistical analysis are explained below.

4.5.1 Descriptive statistical analysis

Descriptive analysis refers to the basic transformation of research data which describes the essential characteristics such as the central tendency, distribution and variability (Zikmund, Babin, Carr & Griffin, 2013:484). Descriptive statistics can be defined as statistics that are usually associated with a frequency distribution which assists with a summary of the information presented in a frequency table. These types of statistics offer accurate, simple and meaningful figures through summarising information from a large set of data (Aaker *et al.*, 2007:438-439).

Pietersen and Maree (2008:186-188) explain that the mean, median and mode are measures that are used to describe the location of a distribution (central tendency). Variance, range and standard deviation are measures which are used to describe the spread of a distribution (dispersion). The mean is the average number gained by dividing the sum of responses per question by the sample size (Aaker *et al.*, 2007:438). Median refers to the middle point of distribution and is also known as the 50th percentile. The mode is the value of the variable which occurs the most often. The variance is known as a measure of variability or distribution. The distance between the smallest and largest values of each variable is defined as the range. Standard deviation relates to the quantitative index of a variable distribution's spread or variability. In other words, it is the square root of the variance (Zikmund *et al.*, 2013:415-417).

According to Aaker *et al.* (2007:438), the most commonly utilised descriptive statistics are means and percentages. In certain situations, it is necessary to use a single number in order to explain the responses for a question. In these situations, the sample mean or percentages from frequency tables are normally used. A percentage from a frequency table can be explained as the proportion of the total number of respondents who have chosen a specific option in a question, multiplied by 100.

Frequency tables show the different response categories of the variable, as well as the number (frequency) of respondents for every category in the variable (Pietersen & Maree, 2008:184). Furthermore, a cross-tabulation is a method which can be utilised to address research questions that include the relationship between two variables (Zikmund *et al.*, 2013:486). McDaniel and Gates (2008:405) define a cross-tabulation as the analytical tool that examines the responses to one question relative to the responses to one or more other questions.

4.5.2 Inferential statistics

The other type of statistics which a researcher can use to analyse data is inferential statistics. When utilising inferential statistics, the researcher can perform statistical tests which will determine if responses from the sample can be used to draw conclusions in relation to the entire population (Kolb, 2008:257).

Zikmund *et al.* (2013:410) describe inferential statistics as statistics which are used to project characteristics from a sample to an entire population. Blumberg *et al.* (2011:494) explain that inferential statistics involve the assessment of population values and the testing of statistical hypotheses.

In this dissertation, a number of inferential statistical tests were used to test the hypotheses: namely, the Kruskal-Wallis test, the Pearson Chi-Square test and the Mann-Whitney test. Each one of these tests is explained below.

- Kruskal-Wallis test

The Kruskal-Wallis test is a one-way analysis of variance by ranks. Data are prepared by means of converting ratings and scores to ranks for each one of the observations that is being evaluated. This test is a nonparametric test and is used to compare the medians of three or more independent samples (Cooper & Schindler, 2008:500).

- Pearson Chi-Square test

This test is useful for the testing of nominal data. It must be calculated according to actual counts rather than percentages (Cooper & Schindler, 2008:484). The Chi-Square test for independence is utilised to determine whether two categorical variables, which can be nominal or ordinal variables, are related or not (Stat Trek, 2013).

- Mann-Whitney test

This is a nonparametric test that can be used to test two independent groups that are required to be compared for differences regarding a single variable. The Mann-Whitney test is useful to apply when the samples of the populations are small. This test utilises the ranks of a study variable rather than the actual values. Therefore, the extreme values have minimum influence on the outcome (Pietersen & Maree, 2008:233).

Other important aspects that should be considered during the inferential analysis process are the significance levels and p-values. A **significance level** is a statement of probability

which is associated with a statistical hypothesis test. It indicates how likely it is that a conclusion supporting a difference between an observed value and some statistical expectation is true. A **p-value** refers to the probability value. The p-value is calculated to indicate the probability that the difference is due to chance. For most applications, the chosen significance level is 0.05. However, in certain situations the acceptable amount of error is specified at 0.1 or 0.01. In the situation where the p-value is less than the pre-specified level, then a hypothesis about differences is supported. A statistical test's significance level, which is usually 0.05, is the key indicator of whether or not a hypothesis can be supported (Zikmund *et al.*, 2013:509-510).

The analysed data will offer the descriptive and inferential statistics needed for the researcher to draw conclusions about the data gained for this study. Reliability and validity are discussed in the following section.

4.5.3 Reliability and validity

There are different types of reliability: namely, internal consistency, inter-rater reliability and test-retests reliability (Kimberlin & Winterstein, 2008:2277). The Cronbach's alpha coefficient is the most widely utilised measure for internal consistency and is based on the inter-item correlations (Pietersen & Maree, 2008:216). Cronbach's alpha coefficient requires a sample size of at least 300 to be considered as an unbiased estimator of internal consistency. Due to the small population of this study, it was not possible to calculate a valid Cronbach's alpha coefficient. Inter-rater reliability, also known as inter-observer, determines the likeliness or equivalence of ratings attained with an instrument when used by different observers. Therefore, this reliability measure was not used in this study. Test-retest reliability is established by managing a test at two separate points in time to the same individuals and it determines the correlation or strength of association of these two sets of scores. In this study no separate tests were conducted, thus this measurement was not used (Kimberlin & Winterstein, 2008:2277).

The different types of validity are face validity, content validity, criterion validity, construct validity, convergent validity and discriminant validity (Zikmund *et al.*, 2013:304-305), all of which are discussed below.

- A scale is set to have *face validity* when an inspection of the test items proves to experts that the items match the definition.
- *Content validity* on the other hand refers to the degree to which a measure reports on the subject of interest. Thus, in other words, the items in the questionnaire should capture the entire scope about the concept that is being measured. The items in the questionnaire should not go beyond the study. Content validity is relevant to this study, as the items in the questionnaire describe the entire scope about the concept that is being measured. The questionnaire was validated by experts in the field.
- *Criterion validity* specifically deals with the question, “How well does my measure work in practice?”
- *Construct validity* is present when a measure reliably measures and truthfully represents a unique concept.
- *Convergent validity* exists when concepts that should be related are indeed related.
- *Discriminant validity* signifies the uniqueness or distinctiveness of a measure.

Bradley (2010:60) describes that a study is valid when it measures what we think it should measure. If a study is reliable, it means that if the study is repeated the same results will be obtained.

This concludes the short overview that dealt with the data analysis and interpretation step. In Chapter 5, the actual data analysis and interpretation of this study will be discussed. In the following section, research reporting will be introduced.

4.6 RESEARCH REPORTING

This is the last step in the research process, which is where the researcher draws some conclusions from the data analysis and presents the results. The limitations of a study are also included in this step of the research process.

4.6.1 Presentation of data findings

The presentation of data findings is where the researcher develops the final conclusions for a study. Results can be presented in oral, written, or both forms (Aaker *et al.*, 2007:619). For the purposes of this study, the data findings and conclusions will be presented in written format.

4.6.2 Limitations of the study

The reason why limitations are included in this step is because it is necessary to state what the problems were, how these problems affected the findings and what the research was not able to achieve (Bradley, 2010:348). The limitations of this study are discussed comprehensively, as the limitations have an influence on the validity and reliability of a study.

A comprehensive discussion on the presentation of data findings, as well as the limitations of the study, is presented in Chapter 6 of this dissertation.

4.7 CONCLUSION

To sum up, this chapter provided a framework on how the research methodology regarding this study was approached. Firstly, the research process was explained and the six steps of this process were pointed out. Secondly, the research design was covered, as well as all the components within the research design. The data collection process that was used in this study was described and mentioned, then the data processing and preparation of this study were discussed. The data analysis and interpretation was

reviewed in this chapter and lastly, the research reporting step was introduced. In the following chapter, the data analysis and interpretation of this study will be discussed.

CHAPTER 5:

DATA ANALYSIS AND INTERPRETATION

5.1 INTRODUCTION

In this chapter, the online marketing communication tools used by guest houses in Pretoria East will be analysed. A quantitative research process was followed. A total number of 55 guest houses were identified in the Pretoria East region, as these are all the guest houses that are currently active online. Six of the 55 guest houses had closed since the researcher compiled the total population. The total target population thus decreased from 55 to 49 guest houses. All 49 of these guest houses were contacted and invited to take part in the study, only 35 of the guest houses took part in the study. Therefore the sample size was 35. Descriptive and inferential analyses were performed to assess the primary and secondary objectives of this study. The descriptive statistics describe the specific guest house details, marketing communication tools for guest houses, guest house websites and key relationships. The aim of the inferential analysis was to determine the most significant relationships and differences between various variables.

The data analysis and interpretation process was followed, as outlined in Chapter 4. The descriptive statistics are presented first and discussed in the following sections and the chapter will conclude with a comprehensive discussion of the inferential analyses.

5.2 DESCRIPTIVE ANALYSIS OF THE RESEARCH FINDINGS

Descriptive statistics refer to the display of characteristics regarding the location, range and profile of a collection of data (Blumberg *et al.*, 2011:491). These descriptive statistics will be analysed in this chapter. Frequency tables are a tool which can be used to report the percentage of respondents who selected an option (Cooper & Schindler, 2008:446). The frequency tables were obtained by means of the statistical software package, SPSS v17. The information was exported to Excel to construct graphs. A summary of the main findings of the study appears in Table 5.11 at the end of this chapter.

5.3 SPECIFIC GUEST HOUSE DETAILS

The respondents were asked to indicate:

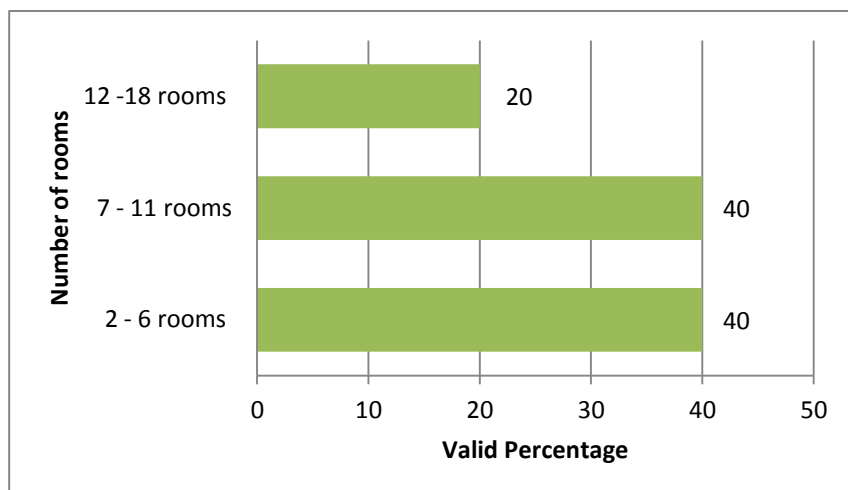
- the number of rooms their guest houses have and the average occupancy level per year
- which facilities and services their guest house offers
- the reason why the majority of their guests travel
- whether or not they belong to any local tourism/hospitality association and if they do, which ones
- whether or not the guest house is star-graded, and if so, with how many stars
- if the guest house had received any award during the past year.

Significant findings gained from the analysis will be emphasised and discussed below. The frequency tables are in Appendix D.

5.3.1 Number of rooms

The results are graphically represented in Figure 5.1 below (Table D1 in Appendix D). The number of rooms was used to classify the guest houses into three guest house size groups: namely, small, medium and large. The 12-18 rooms category indicates a large guest house, the 7-11 rooms category indicates a medium-sized guest house and the 2-6 room category indicates a small guest house.

Figure 5.1: Percentage of respondents per “guest house size” group (n=35)



The main categories are 7-11 and 2-6 rooms with 14 respondents (40%) each. Only seven respondents (20%) indicated that they have 12-18 rooms in their guest house. Thus, one can conclude by saying that the majority of guest houses are small and medium-sized establishments ranging in size between 2 and 11 rooms.

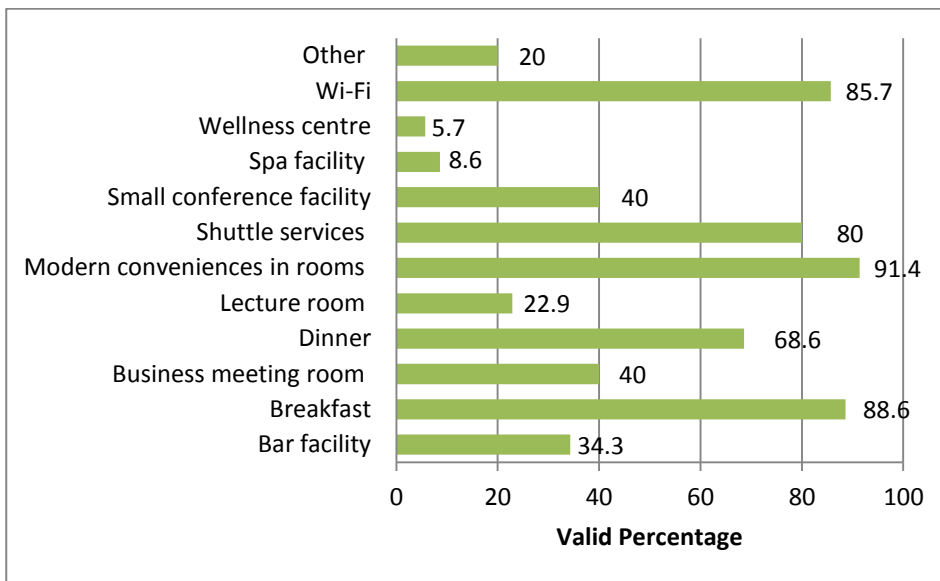
5.3.2 Average occupancy level per year

The average occupancy levels of the guest houses ranged from 40%-97%, with a mean value of 66.7% (Table D2 in Appendix D). There were no average occupancy levels available specifically for guest houses. However, in PwC's 2nd edition of the South African Hospitality Outlook: 2012 – 2016, it is projected that by the year 2016, average occupancy levels of the whole accommodation sector in South Africa will be 53.9% (Moth, 2012). This indicates that the guest houses included in the study (November 2012), on average, already have a higher occupancy level than the predicted average occupancy level.

5.3.3 Facilities and services offered

The results are graphically represented in Figure 5.2 below (Tables D3.1-D3.12 in Appendix D).

Figure 5.2: Facilities and services offered by guest houses

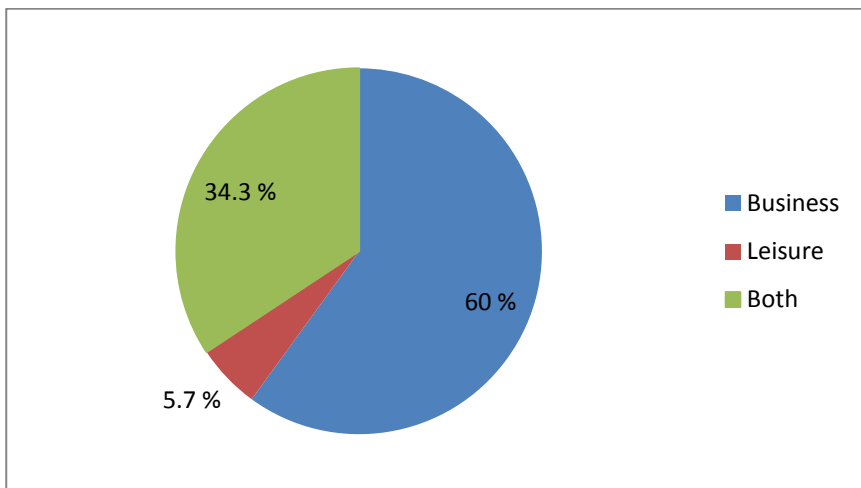


The majority of respondents (91.4%) indicated that they offer modern conveniences in rooms for guests. The other three facilities and services that are in the majority are the following: breakfast (88.6%), Wi-Fi (85.7%) and shuttle services (80%). A wellness centre and spa facilities are the two facilities that were least offered, with only two respondents (5.7%) indicating that they have a wellness centre and three respondents (8.6%) who specified that they have spa facilities at their guest houses. It can therefore be interpreted that the majority of guest houses in Pretoria East do not offer a wellness centre and spa facilities to their guests, as these facilities cater for leisure type of guests and due to cost considerations.

5.3.4 Type of guests

The result is represented graphically in Figure 5.3 below (Table D4 in Appendix D).

Figure 5.3: Type of guests (n=35)

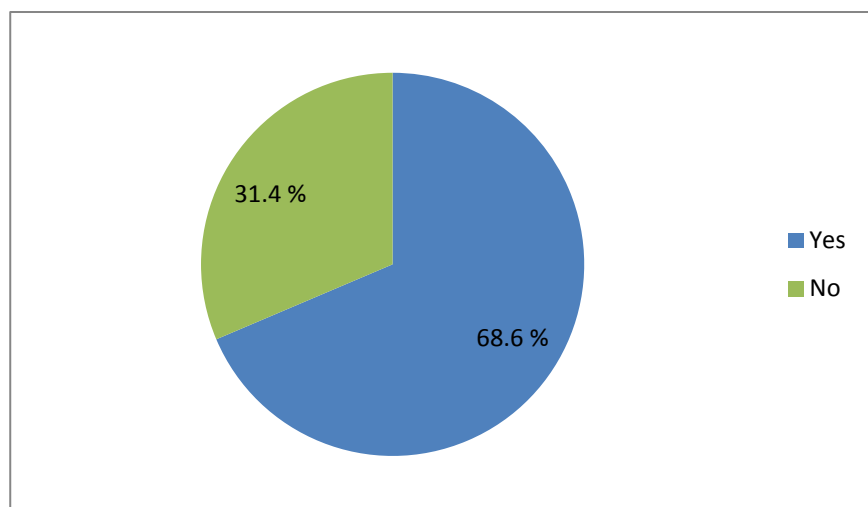


The majority (60%) of respondents indicated that the main reason why guests travel to their guest houses is for business. Just over a third (34.3%) of the respondents indicated that both business and leisure is the main reason why their guests travel. Only 5.7% indicated that the majority of their guests travel for leisure purposes. Since Pretoria is such a hub for business and government activities, this is easily explained.

5.3.5 Members of local associations

The result is represented graphically in Figure 5.4 below (Table D5 in Appendix D).

Figure 5.4: Members of local associations (n=35)

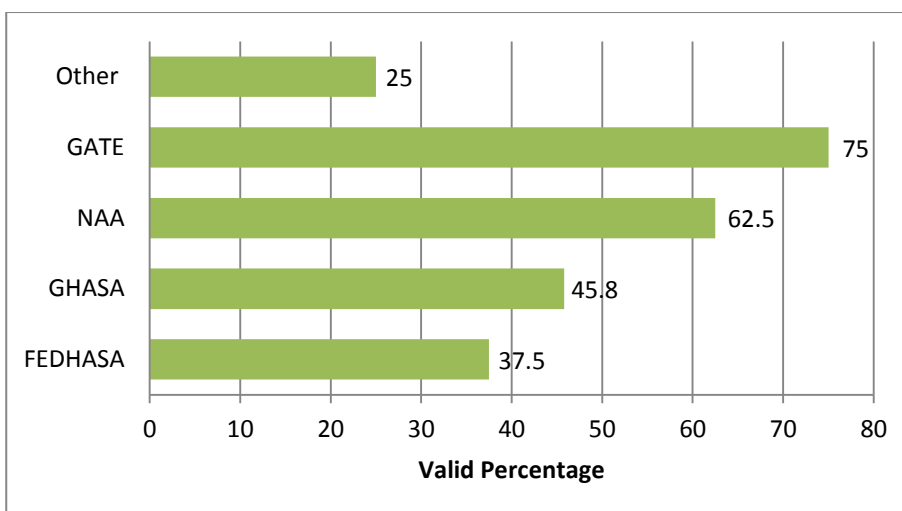


As illustrated in the figure above, the majority (68.8%) of the respondents indicated that they are members of a local tourism/hospitality association.

5.3.6 Membership of specific local associations

The results are represented graphically in Figure 5.5 below (Tables D6.1-D6.5 in Appendix D).

Figure 5.5: Membership of specific local associations



GATE = Guest House Association of Tshwane-Pretoria East

NAA = National Accommodation Association

GHASA = Guest House Association of South Africa

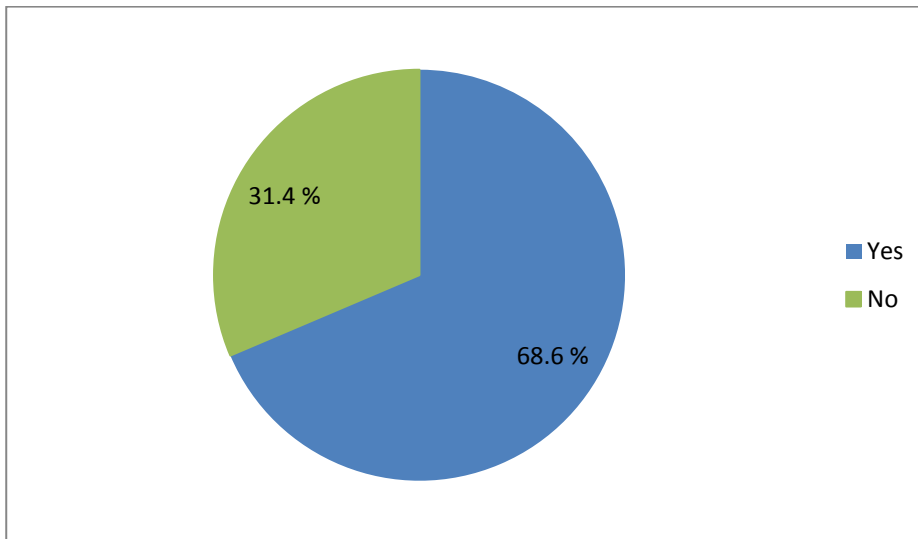
FEDHASA = Federated Hospitality Association of Southern Africa

The responses were fairly equally distributed between the different local tourism/hospitality associations in South Africa: three-quarters (75%) of the respondents indicated that they are members of GATE, followed by 62.5% that specified that they are members of the NAA and 45.8% of respondents who are currently members of GHASA. FEDHASA had the lowest membership (37.5% of respondents) from these guest houses. Other associations include the Chambers Accommodation and Tourism, Bed and Breakfast Association of Pretoria/Tshwane (BBAPT), and Tshwane Tourism Association (TTA). All these are mentioned in Chapter 2.

5.3.7 Star-graded guest houses

The result is represented graphically in Figure 5.6 below (Table D7 in Appendix D).

Figure 5.6: Star-graded percentage amongst guest houses (n=35)

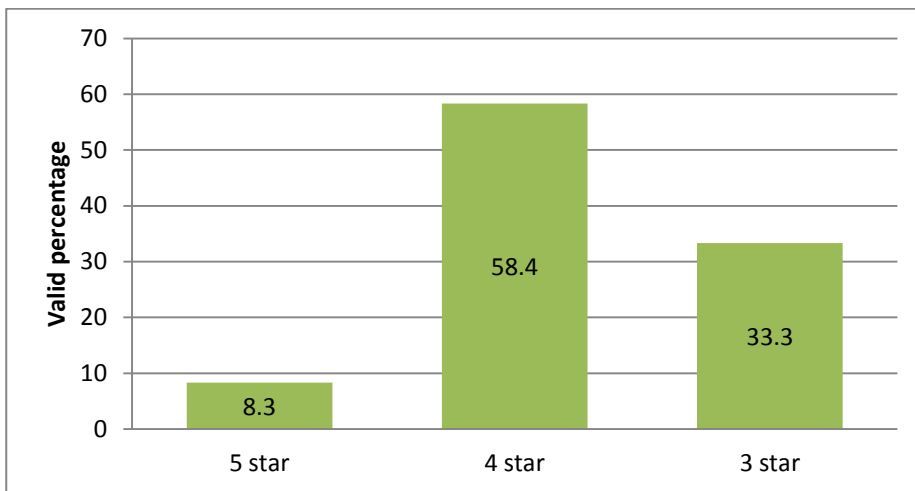


It is clear that just over two-thirds (68.6%) of guest houses are star-graded, according to the Tourism Grading Council of South Africa (TGCSA). Some of the reasons why guest houses are not star graded could include: they might already have an established target market and have no need to attract new potential guests, the fees that the star grading costs per year can be a depending factor, and the guest house can be a new established guest house that is not aware of the grading system.

5.3.8 Number of stars for graded guest houses

The result is represented graphically in Figure 5.7 below (Table D8 in Appendix D).

Figure 5.7: Number of stars for graded guest houses (n=24)

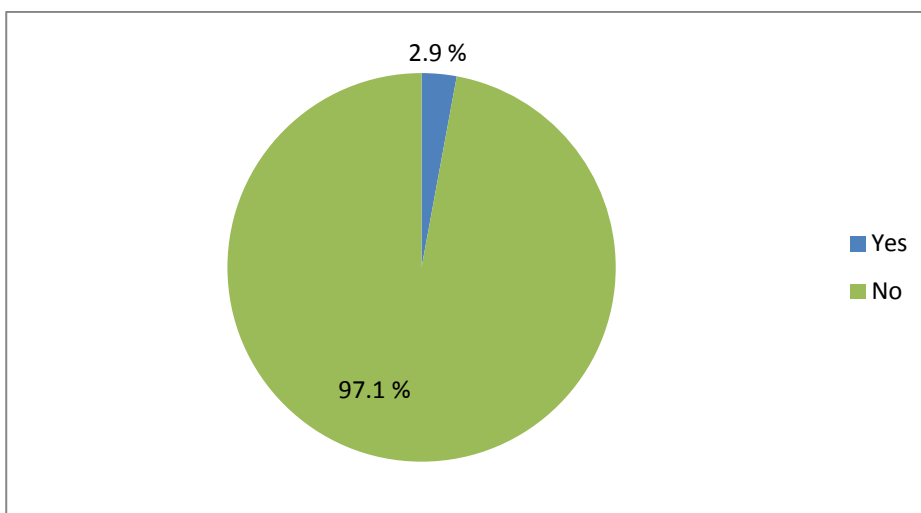


Of the 24 guest houses that are star-graded, the majority (58.4%) of these respondents, namely 14, specified that they fulfilled the requirements of the TGCSA's set criteria in order to be graded with a 4-star. Eight (33.3%) responded that their guest houses are 3-star graded establishments and two (8.3%) respondents indicated that they are graded with 5 stars, according to the TGCSA.

5.3.9 Awards received

The results are graphically represented in Figure 5.8 below (Table D9 in Appendix D).

Figure 5.8: Awards received in the past year (n=35)



As graphically illustrated above, the majority of respondents (97.1%) indicated that they did not receive any local or national competition awards in the past year. Only one (2.9%) respondent specified that their guest house had received an award for a local or national competition in the past year.

5.4 MARKETING COMMUNICATION TOOLS OF GUEST HOUSES

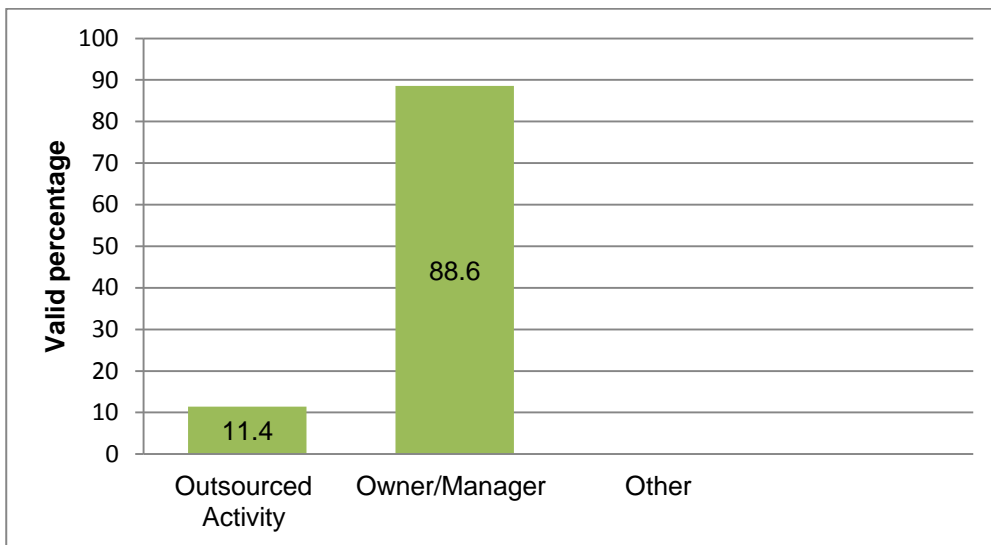
In this section, the respondents were asked to indicate who is responsible for the marketing activities within the guest house. Respondents were also asked to rank the five methods mostly used to market the guest house and to provide a perceived effectiveness percentage for the mostly used methods. Lastly, the respondents were asked to indicate how frequently the stated online marketing communication tools were used.

The results regarding marketing communication tools for guest houses are presented by frequency tables (see Appendix D). The most significant findings gained from the data analysis will be highlighted and discussed below.

5.4.1 Who performs marketing activities?

In Figure 5.9 below, the results are depicted graphically (Tables D10.1-D10.2 in Appendix D).

Figure 5.9: Responsibility for marketing activities within a guest house (n=35)

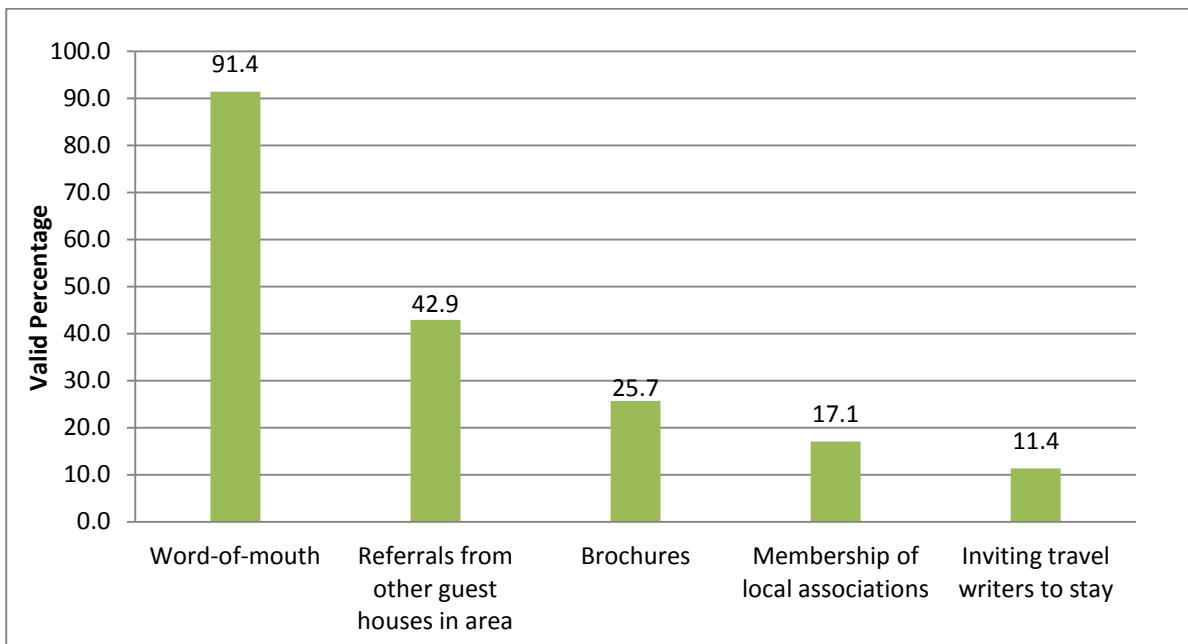


Only 11.4% of the respondents outsource the marketing activities. The majority (88.6%) of the respondents indicated that the guest house owner/manager performs the marketing activities within a guest house. This is typical for a small business in South Africa, where money is usually a problem when appointing a specialist marketing person.

5.4.2 Most frequently used traditional methods and effectiveness

Figure 5.10 below depicts the results (Tables D11.1-D11.19 in Appendix D).

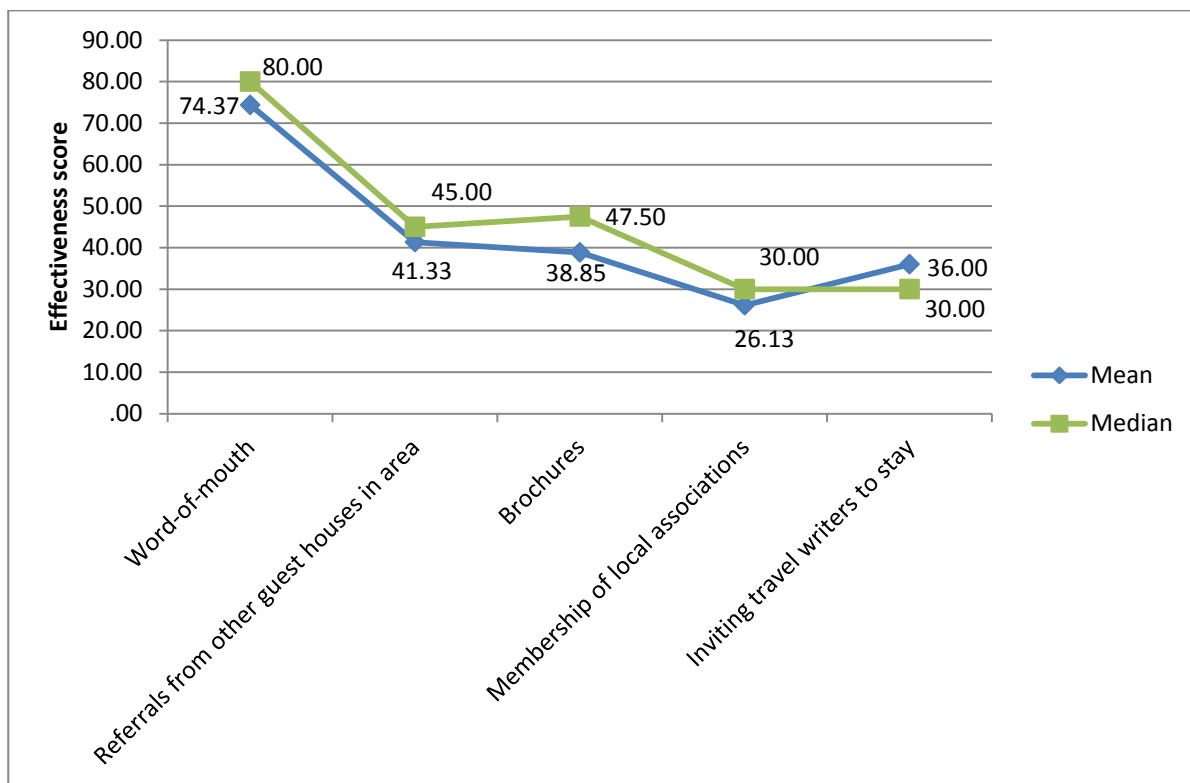
Figure 5.10: Most frequently used traditional marketing methods (n=35)



Most of the respondents, namely 32 (91.4%), indicated that the mostly used traditional marketing method amongst guest houses is word-of-mouth. The respondents specified that referrals from other guest houses in the area are the second mostly used method (42.9% of respondents). Respondents indicated that brochures are the third mostly used method (25.7% of respondents), while the fourth mostly used method is membership of local associations (17.1% of respondents). Lastly, respondents indicated that the fifth mostly used method is inviting travel writers to stay at the guest house (11.4% of respondents). Word-of-mouth is the highest by far, which is directly linked with customer service and Customer Relationship Management (CRM) as explained in the literature review.

In Figure 5.11 below, the results are illustrated graphically (Tables D12.1-D12.18 in Appendix D).

Figure 5.11: Mean and median effectiveness score for five mostly used traditional marketing methods (n=35)



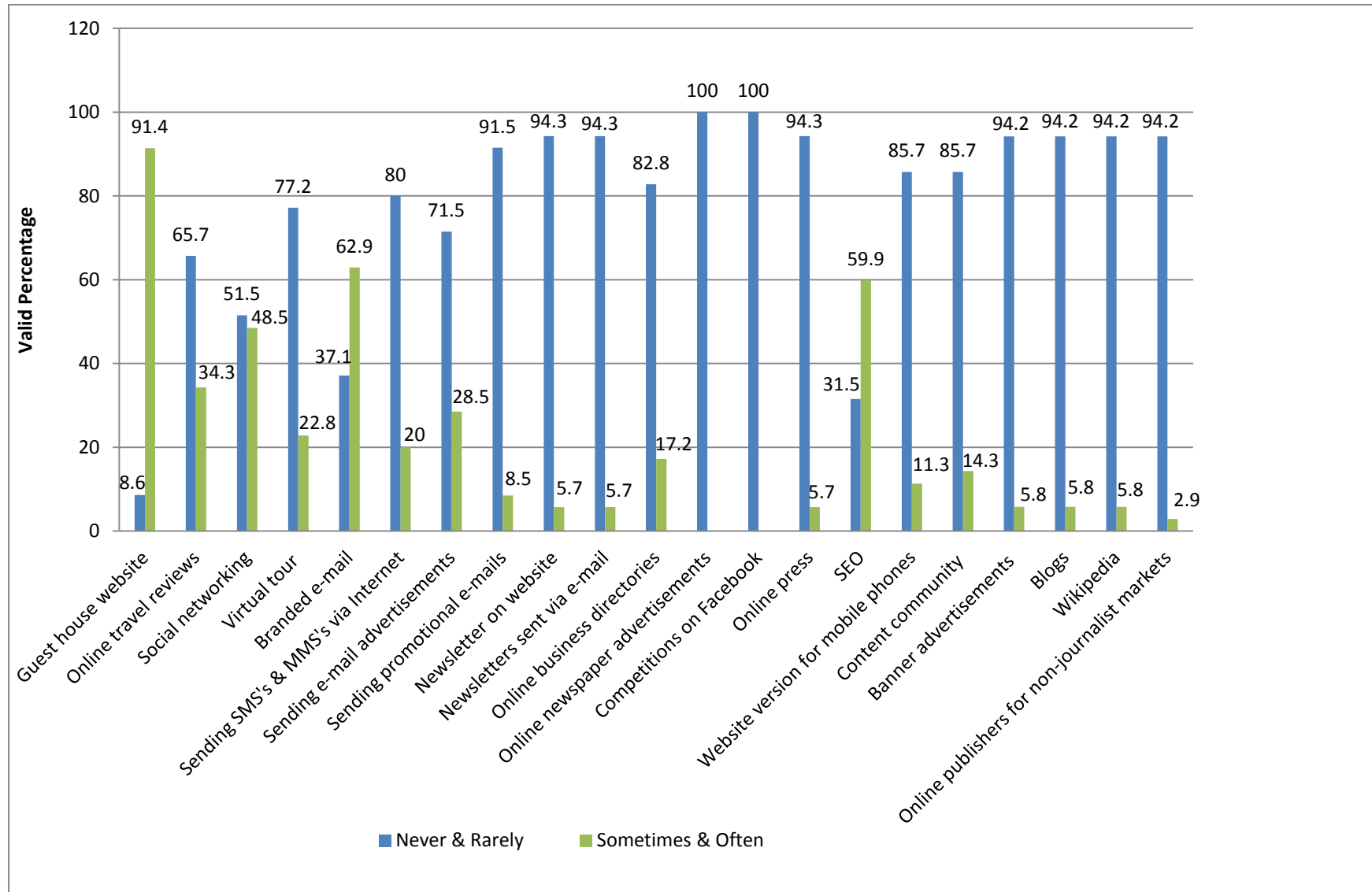
The mean scores range between 26.13% and 74.37% and the median scores between 30% and 80%. This indicates that within this group of marketing methods, the perception regarding its effectiveness varied greatly, with word-of-mouth outperforming the other four methods with a 33% difference in mean and 35% difference in median scores between itself and the second most important method, referrals from other guest houses in the area. Membership of local associations is perceived to be the least effective. As the mean and median scores are close to each other, it indicates that the distribution of the scores is fairly symmetric. For the first four methods, the median scores were slightly higher than the mean scores, indicating that the mean has been influenced by a few low scores. In the case of the fifth method, the mean has been influenced by a few high scores.

5.4.3 Usage frequency of online marketing communication tools

The purpose here was to establish the usage frequency regarding the online marketing communication tools for guest houses in Pretoria East. This measurement consisted of a number of items: namely, guest house website, online travel reviews, social networking, virtual tour, branded e-mail, sending SMS's and MMS's via the internet, e-mail advertisements, promotional e-mails, newsletter on website, newsletters sent via e-mail, online business directories, online newspaper advertisements, competitions on Facebook, online press, Search Engine Optimisation (SEO), website version for mobile phones, content community, banner advertisements, blogs, Wikipedia and online publishers for non-journalist markets. Respondents were asked to indicate whether the specific item was 'never used', 'rarely used', 'sometimes' or 'often'. A 'Do not know' option was given for the respondents who are not familiar with a term or who do not know of such a marketing communication tool.

In Figure 5.12 below, the results are presented (Tables D13.1-D13.21 in Appendix D). The usage frequency responses were grouped into two groups: namely, never and rarely used, and sometimes and often used.

Figure 5.12: Usage frequency of online marketing communication tools (n=35)



From the figure above, the majority of respondents, namely 91.4%, indicated that guest house websites are used 'sometimes and often'. Almost two thirds of the respondents (62.9% and 59.9%) use branded e-mail and SEO 'sometimes and often' respectively. The responses for the use of social networking 'sometimes and often', is similar to those that indicated that social networking is 'never and rarely used' (48.5% and 51.5% respectively). This is a very interesting result, as social networking is a very low-cost marketing communication tool, which seems to be underutilised by the respondents.

The rest of the items in this question were indicated by the respondents as used 'never and rarely' (the percentages ranged from 65.7% to 100%). These marketing communication tools which were used 'never and rarely', according to the respondents, include online travel reviews, virtual tour, sending SMS's and MMS's via the internet, e-mail advertisements, promotional e-mails, newsletter on website, newsletters sent via e-mail, online business directories, online newspaper advertisements, competitions on Facebook, online press, website version for mobile phones, content community, banner advertisements, blogs, Wikipedia and online publishers for non-journalist markets. The fact that the majority of tools were used 'never and rarely' is an indication that these marketing communication tools are viewed as not important to use in a small business, such as a guest house.

Some of the respondents indicated that they did not know what certain marketing communication tools were. These tools included SEO, website version for mobile phones and online publishers for non-journalist markets. SEO is normally a marketing communication tool that is performed by the person who designs and maintains a guest house website. The respondents who indicated 'Do not know' (three respondents) are the three respondents who do not have websites for their guest houses. Therefore, they are not aware of such a marketing communication tool. Website versions for mobile phones are new technological communication tools, so it could be that the one respondent who indicated this option was not familiar with this online marketing communication tool. There was one respondent who indicated "Do not know" for online publishers for non-journalist markets. The reason for this response could be that the respondent was not aware that this can be used as an online marketing communication tool. Therefore, there is a general

lack of knowledge and expertise about electronic aspects such as the Internet or website functionality.

5.5 GUEST HOUSE WEBSITES

The respondents were asked to indicate:

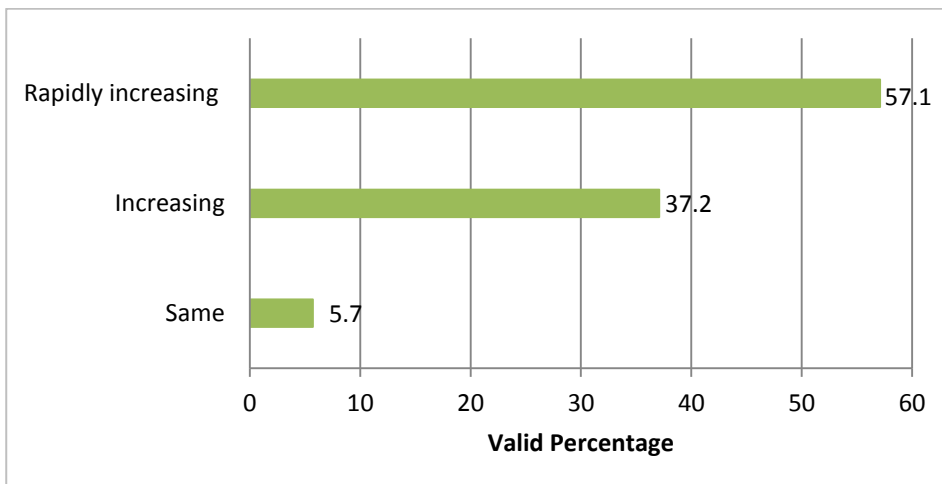
- the role that online marketing will play in their marketing activities within the next three years
- whether or not they have a website address
- who designed the website
- in how many languages the website content is
- whether the website has multimedia content
- whether the website has links to other complementary services
- whether the website has links to social networking sites
- whether the website has interactivity tools
- when the website was last updated.

Descriptive results about the questions regarding guest house websites are provided by means of frequency tables (see Appendix D). The most significant findings obtained from the analysis will be emphasised and described below.

5.5.1 Role of online marketing within the next three years

Figure 5.13 below represents the results graphically (Table D14 in Appendix D).

Figure 5.13: The role online marketing will play within the next three years (n=35)

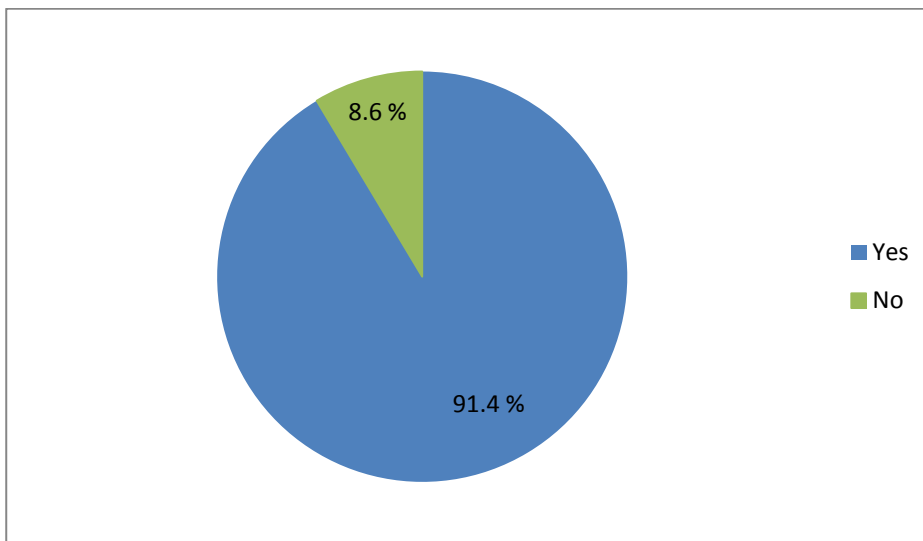


The majority of respondents, namely 20 (57.1%), specified that the role online marketing plays in their marketing activities will rapidly increase in the next three years. A total of 13 respondents (37.2%) indicated that online marketing will increase. Only two respondents (5.7%) perceived that the role online marketing plays in their marketing activities will stay the same within the next three years. General consensus was therefore that online marketing will play a more dominant role as part of marketing activities in the next three years.

5.5.2 Website address

The purpose was to establish how many guest houses do have website addresses - in other words, have a website for their guest house. The results are graphically represented in Figure 5.14 below (Table D15 in Appendix D).

Figure 5.14: Guest houses that have website addresses (n=35)



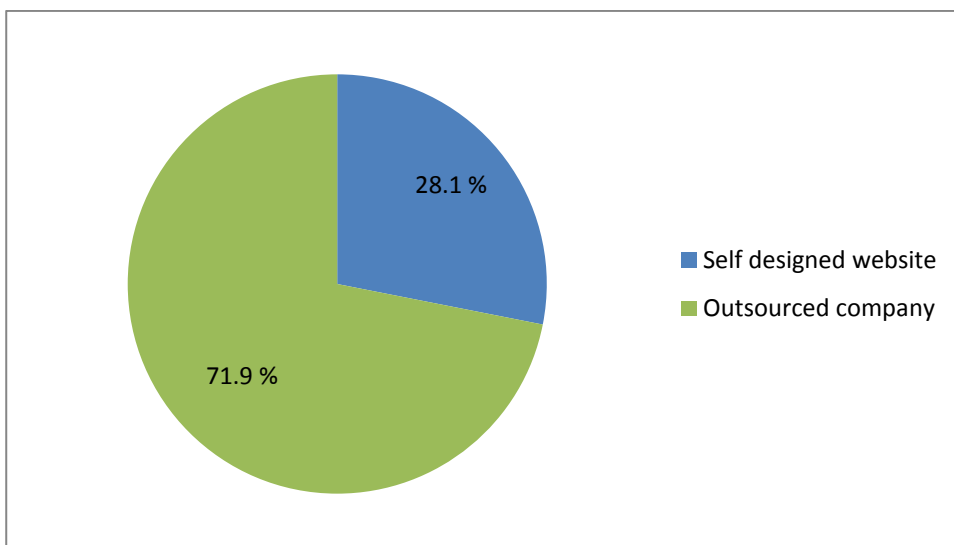
According to the illustration, almost all (91.4%) respondents indicated that they do have website addresses, with only 8.6% specifying that they do not.

Section 5.5.3 to 5.5.10 represents the results of the guest houses which indicated that they have website address in Figure 5.14 above.

5.5.3 Website design responsibility

The results are graphically represented in Figure 5.15 below (Table D16 in Appendix D).

Figure 5.15: Website design responsibility (n=32)

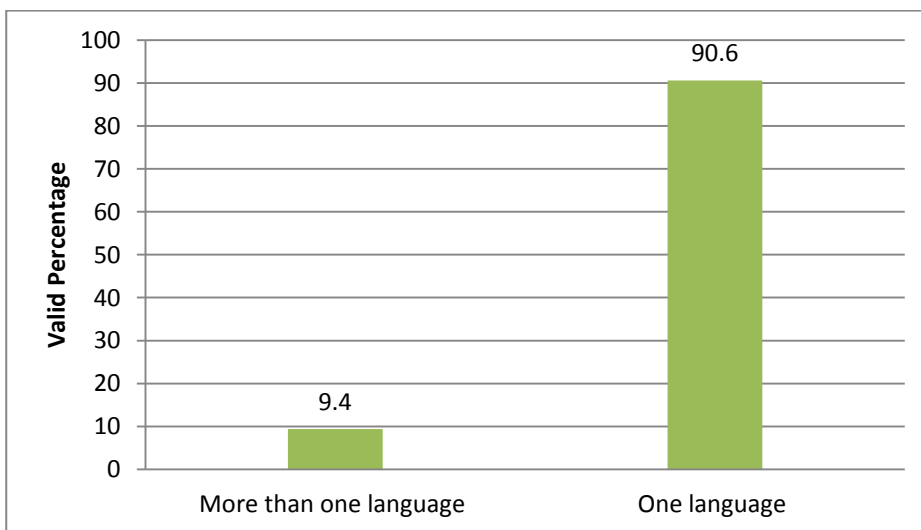


The respondents had two options, which consisted of “I designed the website myself” and “I outsourced a business to do it for me”. Most respondents (71.9%) indicated that outsourced companies are used to design the guest house websites. Of interest is the fact that almost a third (28.1%) indicated that they designed it themselves. A reason for this could be that the guest house managers/owners have all the available resources on the Internet to build and create their own guest house websites. There are a number of packages available on the Internet, whereby the guest house owners/managers can create their own websites either for free or at a lower rate than the outsourced companies charge them. A few of these website creating packages include IM Website Creator, BlueVoda Website Builder, Bellstrike, Moonfruit etc.

5.5.4 Language of website content

In Figure 5.16 below, the results are presented graphically (Table D17 in Appendix D).

Figure 5.16: Language of guest house website content (n=32)

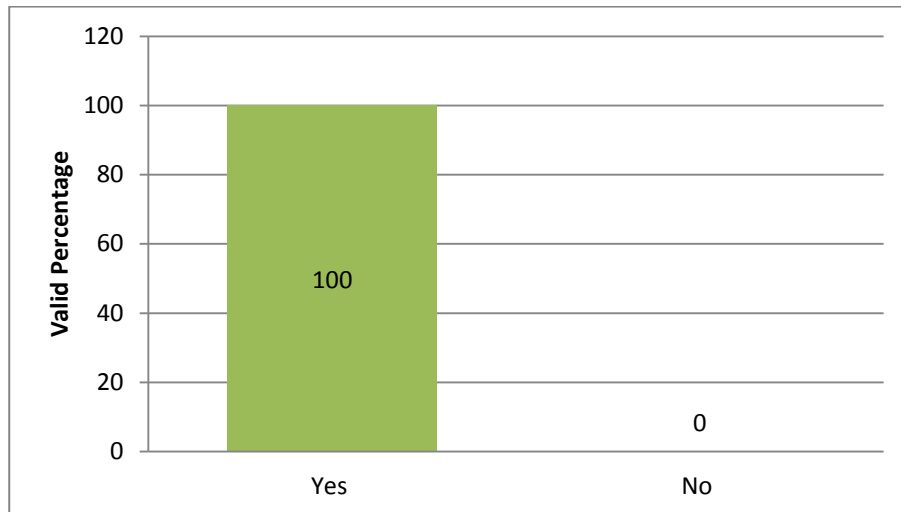


The figure clearly shows that the majority (90.6% (29)) of respondents specified that the content of their websites is only available in one language (English). Only three (9.4%) respondents stated that the content of their websites was available in more than one language.

5.5.5 Multimedia content of website

The result is represented graphically in Figure 5.17 below (Table D18 in Appendix D).

Figure 5.17: Multimedia content of guest house websites (n=32)

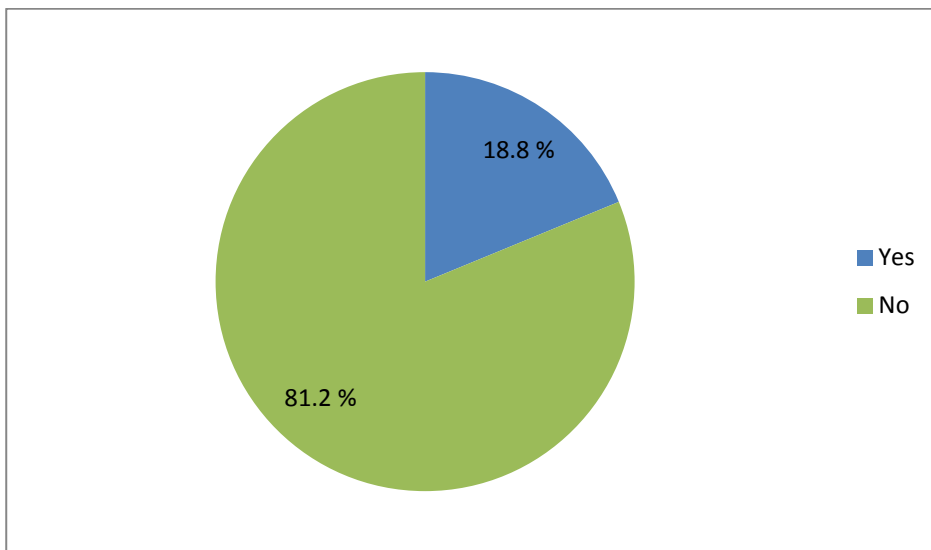


All the respondents (100%) indicated that they do have multimedia content on their websites. Multimedia content comprises of pictures and other graphic content which are available on a website.

5.5.6 Website links to complementary services

The result is represented graphically in Figure 5.18 below (Table D19 in Appendix D).

Figure 5.18: Links to complementary services on guest house websites (n=32)

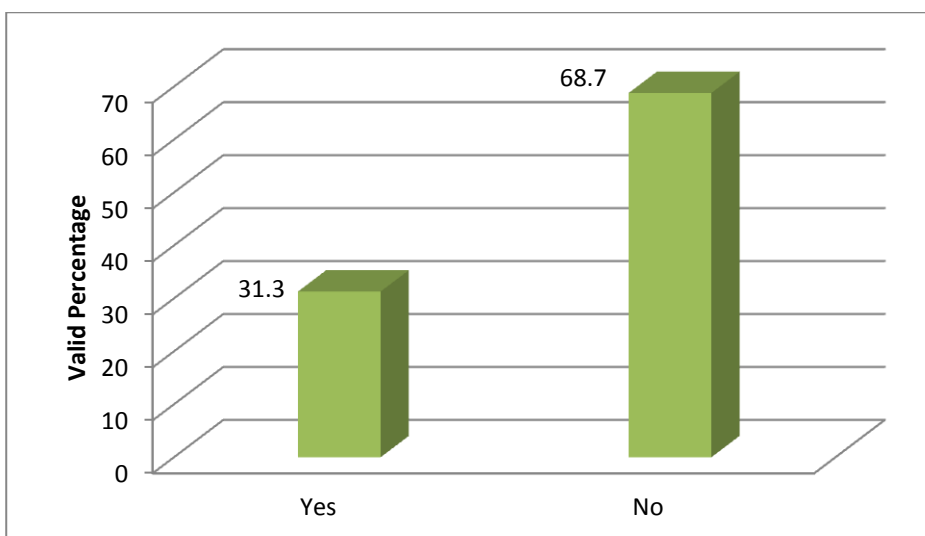


According to the illustration, the minority of respondents (18.8%) indicated that they do have links to complementary services, such as car rentals and laundry services, on their websites. The majority (81.2%) of respondents specified that they do not have links to complementary services on their websites.

5.5.7 Website links to social networking sites

The results are graphically represented in Figure 5.19 below (Table D20 in Appendix D).

Figure 5.19: Links to social networking sites on guest house websites (n=32)

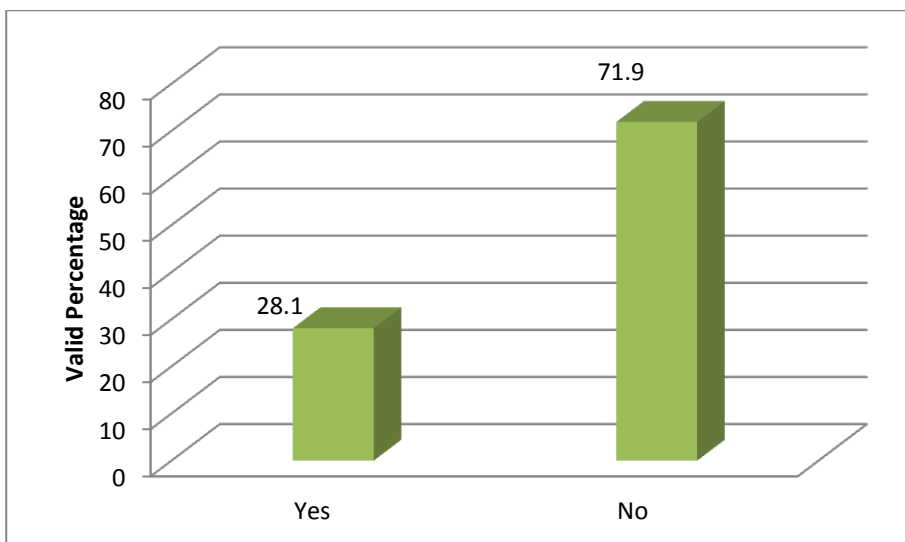


The respondents were asked to indicate whether or not they have links on their websites to social networking sites. The majority (68.7%) of the respondents indicated that they do not have links to social networking sites and only 31.3% do have links to social networking sites.

5.5.8 Website interactivity tools

The results are graphically represented in Figure 5.20 below (Table D21 in Appendix D).

Figure 5.20: Interactivity tools on guest house websites (n=32)

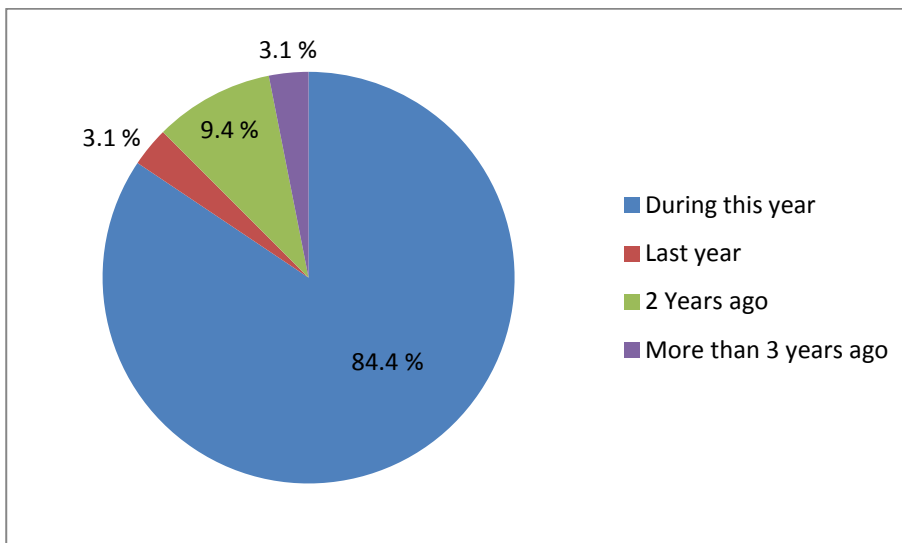


The majority of respondents (71.9%) indicated that they do not have interactivity tools on their websites. Only 28.1% of the respondents stated that they do have interactivity tools such as guest books on their websites.

5.5.9 Updated websites

The results are graphically represented in Figure 5.21 below (Table D22 in Appendix D).

Figure 5.21: Updates on guest house websites (n=32)

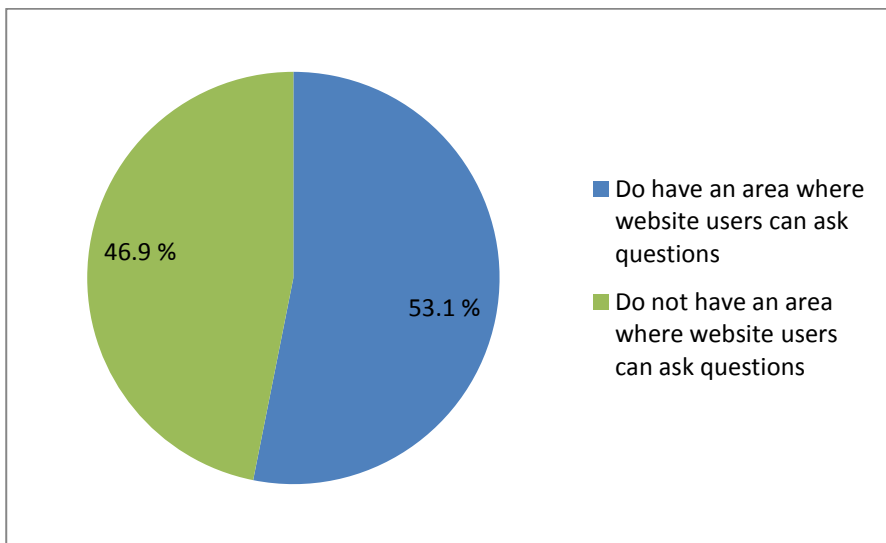


According to the figure above the majority of respondents, namely 27 (84.4%), indicated that they had updated their websites during the past year. This is an indication that most of the guest houses update their websites on a regular basis. Only one respondent (3.1%) specified that the website was updated more than three years ago.

5.5.10 Website evaluation of Cs not previously analysed

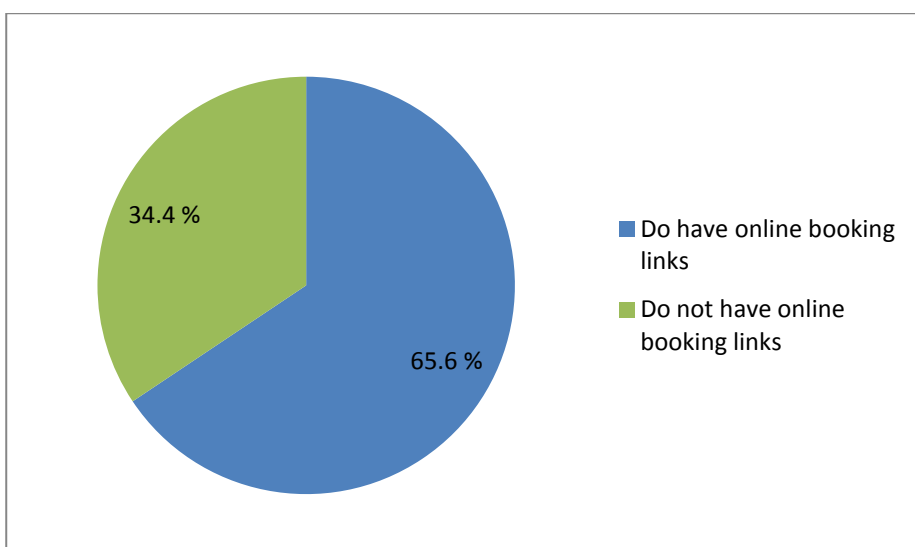
As indicated in Chapter 3, the eight Cs can be used to evaluate a guest house website. The communication and commerce Cs were evaluated by the researcher and not included in the questionnaire. The researcher went to all the guest house website addresses and viewed whether or not these two elements were available on the websites. The process was as follows: the researcher viewed all the guest house websites to see if there was an available area where users could ask questions on the guest house website (Figure 5.22) and if a booking or reservation link was available on the guest house website (Figure 5.23). These results are shown below (Tables D23 and D24 in Appendix D).

Figure 5.22: Area to ask questions on guest house website (n=32)



The figure above illustrates that the majority of the guest house websites (53.1%) do have an area available on the website where website users can ask questions of the guest house owners/managers. However, as a relatively high 46.9% of the guest house websites do not have an area where website users can ask questions, this indicates that these guest houses do not feel that it is important for potential guests to contact them directly via the website. This is a serious shortcoming and guest houses must understand the importance of the communication function on a guest house website. According to CRM there must be contact and ongoing communication between the guest house and the guest.

Figure 5.23: Booking or reservation link on guest house website (n=32)



From the above figure, it can be seen that almost two thirds of guest house websites (65.6%) do have online booking/reservation links available, whereas 34.4% of the guest house websites do not have such links. These 34.4% of guest houses sell their rooms in the traditional way where potential guests contact the guest houses directly via telephone or email to book a room. This is an indication that most of the guest houses make use of the online booking/reservation links on the website to sell their rooms.

Context refers to the composition, the design and the outline of the website. Context has not been tested in the questionnaire, as the respondents are not seen as unbiased with regard to their own website. However, in the literature, a guest house website was used to practically illustrate the context function of a guest house website. Please refer to Section 3.7.8.1 and Figure 3.6.

5.6 KEY RELATIONSHIPS

The relationships between the following key variables are subsequently discussed:

- The number of rooms and the type of guests.
- The number of rooms and membership of local associations.
- The number of rooms and star-graded percentage amongst guest houses.

The chi-square test for independence, used to test statistically if there is a significant relationship between two categorical variables, was not used for the following cross-tabulations, as more than 20% of the cells had expected counts of fewer than five.

5.6.1 Relationship between the number of rooms and the type of guests

The cross-tabulation results are shown in Table 5.1 below.

Table 5.1: Cross-tabulation between the number of rooms and type of guests

		Type of guests			Total
		Business	Leisure	Both	
Rooms	Small	8	2	4	14
	Medium	8	0	6	14
	Large	5	0	2	7
	Total	21	2	12	35

From the cross-tabulation above, it is clear that the small, medium and large guest houses mostly have guests that travel for business purposes (57% for small and medium and 71.4% for large). Only small guest houses have guests that travel for leisure purposes. The distribution for guest houses that have guests which travel for both business and leisure purposes was 33% for small, 50% for medium-sized and 17% for large guest houses.

5.6.2 Relationship between the number of rooms and membership of local associations

The cross-tabulation results are shown in Table 5.2 below.

Table 5.2: Cross-tabulation between the number of rooms and membership of local associations

		Membership of local associations		Total
		Yes	No	
Rooms	Small	9	5	14
	Medium	10	4	14
	Large	5	2	7
	Total	24	11	35

By studying the cross-tabulation above, it appears that the pattern across guesthouses differs. It increases for being a member and then decreases again (38%, 42%, 20%), but only decreases for not being a member (45%, 36%, 19%). No specific findings could therefore be made on this issue.

5.6.3 Relationship between the number of rooms and star-graded percentage amongst guest houses

The cross-tabulation results are shown in Table 5.3 below.

Table 5.3: Cross-tabulation between the number of rooms and star-graded percentage amongst guest houses

	Number of rooms			Total
	Small	Medium	Large	
Star-graded Yes	10	9	5	24
No	4	5	2	11
Total	14	14	7	35

The cross-tabulation above indicates that the pattern across guesthouses differs. It decreases for star-graded establishments (42%, 37%, 21%), but it increases when not being a star-graded establishment (36%, 46%, 18%) and then decreases again.

In the following section, the inferential analysis of this study is discussed in more detail.

5.7 ADDITIONAL ANALYSIS: INFERENTIAL ANALYSIS OF THE RESEARCH FINDINGS

The purpose of the inferential analysis of the data is to test hypotheses, derived from the primary and secondary objectives of the study. The Kruskal-Wallis, Pearson Chi-Square and Mann-Whitney tests were utilised to test the hypotheses. This analysis should lead to a better understanding of how guest houses make use of online marketing communication tools in order to communicate and distribute their product and service offerings. Different hypotheses will be tested in this section in order to gain this better understanding.

The Kruskal-Wallis test will be used to test for differences between small, medium and large guest houses with regard to:

- average occupancy levels
- the use of online marketing communication tools.

The Mann-Whitney test will be used to test for the differences between the:

- designer (owner or outsourced business) of a guest house website with regard to the use of Search Engine Optimisation (SEO) and social networking
- existence of links and absence of links on guest house websites to social networking sites with regard to the use of social networking
- existence and absence of links on websites to social networking sites with regard to the use of social networking and occupancy levels
- existence and absence of links on websites to other complementary services with regard to the occupancy levels.

5.7.1 Difference between small, medium and large guest houses with regard to their average occupancy levels

H_0 : There is no difference between small, medium and large guest houses with regard to their average occupancy levels.

H_1 : There is a difference between the small, medium and large guest houses with regard to their average occupancy levels.

The Kruskal-Wallis test was used to test the hypothesis and the results are tabled in Table 5.4 below.

Table 5.4: Kruskal-Wallis test results for the difference between small, medium and large guest houses with regard to their average occupancy levels

	Occupancy levels
Chi-Square	1.900
df	2
Asymp. Sig.	.387

The results indicate that there is not a statistically significant difference between the small, medium and large guest houses with regard to their average occupancy levels ($p=0.387$).

Thus the null hypotheses cannot be rejected.

However, the mean ranks indicate that large guest houses tend to have higher occupancy levels (mean rank = 22.43), than the small and medium-sized guest houses that had mean ranks of 15.96 and 17.82 (see Table E1 in Appendix E).

5.7.2 Differences between small, medium and large guest houses with regard to the use of online marketing communication tools

H_0 : There is no difference between small, medium and large guest houses with regard to the use of online marketing communication tools.

H_1 : There is a difference between small, medium and large guest houses with regard to the use of online marketing communication tools.

In the table below, the results for the Kruskal-Wallis test for differences between small, medium and large guest houses with regard to the use of three specific online marketing communication tools - namely social networking, SEO and website version for mobile phones - are illustrated.

Table 5.5: Kruskal-Wallis test results for the differences between small, medium and large guest houses with regard to the use of online marketing communication tools

	Social networking	SEO	Website version for mobile phones
Chi-Square	3.571	2.272	1.229
Df	2	2	2
Asymp. Sig.	.168	.321	.541

None of the statements were statistically significant at the 5% level of significance ($p=0.168$, $p=0.321$, $p=0.541$).

Thus the null hypotheses cannot be rejected.

However, it appears that large guest houses tend to use social networking more (mean rank = 24.14) than the small and medium-sized guest houses that had similar mean ranks of 16.21 and 16.71 (see Table E2 in Appendix E).

Furthermore, it appears that medium-sized guest houses tend to use Search Engine Optimisation (SEO) more (mean rank = 20.86) than the small and large guest houses that had mean ranks of 15.32 and 17.64 (see Table E3 in Appendix E).

Lastly, the mean ranks indicate that medium-sized guest houses tend to use website versions for mobile phones slightly more (mean rank = 19.32) than the small and large guest houses that had mean ranks of 16.71 and 17.93 (see table E4 in Appendix E).

5.7.3 Differences between the designer (owner or outsourced business) of a guest house website with regard to the use of SEO

H_0 : There is no statistically significant difference between the designer (owner or outsourced business) of a guest house website with regard to the use of SEO as an online marketing communication tool.

H_1 : There is a statistically significant difference between the designer (owner or outsourced business) of a guest house website with regard to the use of SEO as an online marketing communication tool.

The Mann-Whitney test was performed to test for a statistical significant difference. The results are illustrated in Table 5.6 below.

Table 5.6: Mann-Whitney test results for the differences between the designer (owner or outsourced business) of a guest house website with regard to the use of SEO

	SEO
Mann-Whitney U	75.000
Wilcoxon W	120.000
Z	-1.269
Asymp. Sig. (2-tailed)	.204

The results indicate that there is no statistically significant difference ($p=0.204$) between the designer (owner or outsourced business) of a guest house website with regard to the use of SEO as an online communication tool.

Thus the null hypotheses cannot be rejected.

The mean ranks indicate that the guest houses who use an outsourced business to design the guest house website (mean rank = 17.74) tend to use the SEO online marketing communication tool more frequently than those who design the guest house website themselves (mean rank = 13.33) (see Table E5 in Appendix E).

5.7.4 Differences between the existence of links and absence of links on guest house websites to social networking sites with regard to the use of social networking

H₀: There is no statistically significant difference between the existence of links and the absence of links on guest house websites to social networking sites, with regard to the use of social networking.

H₁: There is a statistically significant difference between the existence of links and the absence of links on guest house websites to social networking sites with regard to the use of social networking.

The Mann-Whitney test was implemented to test for a statistically significant difference. The results are illustrated in Table 5.7 below.

Table 5.7: Mann-Whitney test results for the differences between the existence of links and absence of links on guest house websites to social networking sites with regard to the use of social networking

	Use social networking
Mann-Whitney U	61.000
Wilcoxon W	314.000
Z	-2.113
Asymp. Sig. (2-tailed)	.035

The results indicate that there is a statistically significant difference ($p=0.035$), at the 5% level of significance, between the guest houses that have links to social networking sites on their websites and those who do not, with regard to the use of social networking as an online marketing communication tool.

Thus the null hypotheses can be rejected.

Furthermore, the mean ranks indicate that those who have links (mean rank = 21.4) tend to use social networking more frequently than those who do not (mean rank = 14.27). See Table E6 in Appendix E.

5.7.5 Differences between the designer (owner or outsourced business) of a guest house website with regard to the use of social networking

H₀: There is no statistically significant difference between the designer (owner or outsourced business) of a guest house website with regard to the use of social networking as an online marketing communication tool.

H₁: There is a statistically significant difference between the designer (owner or outsourced business) of a guest house website with regard to the use of social networking as an online marketing communication tool.

The Mann-Whitney test was executed to test for a statistically significant difference. In Table 5.8 below, the results are depicted.

Table 5.8: Mann-Whitney test results for the differences between the designer (owner or outsourced business) of a guest house website with regard to the use of social networking

	Use social networking
Mann-Whitney U	98.000
Wilcoxon W	374.000
Z	-.245
Asymp. Sig. (2-tailed)	.807

The results indicate that there is no statistically significant difference ($p=0.807$) between the designer (owner or outsourced business) of a guest house website and the use of social media as an online marketing communication tool.

Thus the null hypotheses cannot be rejected.

However, the mean ranks indicate that the guest houses who design their own guest house website (mean rank = 17.11) tend to use the social networking online marketing communication tool slightly more frequently than those who use an outsourced business (mean rank = 16.26) (see Table E7 in Appendix E).

5.7.6 Differences between the existence of links and absence of links on websites to other complementary services with regard to the occupancy levels

H_0 : There is no statistically significant difference between the existence of links and absence of links on guest house websites to other complementary services with regard to the occupancy levels of a guest house.

H_1 : There is a statistically significant difference between the existence of links and absence of links on guest house websites to other complementary services with regard to the occupancy levels of a guest house.

The Mann-Whitney test was performed to test for a statistically significant difference. The results are illustrated in Table 5.9 below.

Table 5.9: Mann-Whitney test results for the differences between the existence of links and absence of links on websites to other complementary services with regard to the occupancy levels

	Occupancy levels
Mann-Whitney U	22.000
Wilcoxon W	373.000
Z	-2.728
Asymp. Sig. (2-tailed)	.006

The results indicate that there is a high statistically significant difference ($p=0.006$) at the 1% level of significance, between the guest houses that have links to other complementary services on their website and those who do not, with regard to their average occupancy levels.

Thus the null hypotheses can be rejected.

Furthermore, the mean ranks indicate that those who have links to other complementary services (mean rank = 25.83) tend to have higher average occupancy levels than those who do not (mean rank = 14.35). See Table E8 in Appendix E.

5.7.7 Differences between the existence of links and absence of links on websites to social networking sites with regard to occupancy levels

H_0 : There is no statistically significant difference between the existence of links and absence of links on guest house websites to social networking sites with regard to the occupancy levels of a guest house.

H_1 : There is a statistically significant difference between the existence of links and absence of links on guest house websites to social networking sites with regard to the occupancy levels of a guest house.

The Mann-Whitney test was performed to test for a statistically significant difference. The results are illustrated in Table 5.10 below.

Table 5.10: Mann-Whitney test results for the differences between the existence of links and absence of links on websites to social networking sites with regard to occupancy levels

	Occupancy levels
Mann-Whitney U	86.000
Wilcoxon W	339.000
Z	-.984
Asymp. Sig. (2-tailed)	.325

From the table above, the results indicate that there is no statistically significant difference ($p=0.325$) between the existence of links and the absence of links on guest house websites to social networking sites with regard to the average occupancy levels of a guest house.

Thus the null hypotheses cannot be rejected.

The mean ranks indicate that the guest houses who have links to social networking sites (mean rank = 18.9) tend to have slightly higher occupancy levels than those who do not (mean rank = 15.41). See Table E9 in Appendix E.

5.8 SUMMARY OF THE FINDINGS

In order to summarise the findings of this chapter, a table was developed where all the main findings are provided. These main findings are illustrated in Table 5.11 below.

Table 5.11: Main findings

	Main findings
1	The average occupancy level for guest houses in Pretoria East is 66.7% which is higher than the 2016 projected average occupancy level of 53.9% for the whole accommodation sector in South Africa. Please refer to Section 5.3.2 of this chapter.
2	The majority (60%) of guests travel for business purposes to guest houses in Pretoria East. However, the majority of tourists who travel to South Africa travel for holiday purposes (Statistics South Africa, 2013:5). The result confirms the secondary information that Pretoria is seen as one of the business hubs in South Africa where numerous business people congregate.
3	The majority (58.4%) of Pretoria East guest houses are 4-star graded establishments. There are more than 8000 graded accommodation establishments in South Africa (SouthAfrica.info, 2013). The 4-star guest houses are preferred, as business guests want to stay in high quality establishments.
4	The majority (91.4%) of the guest houses rated word-of-mouth as the most frequently used traditional marketing method. According to Henning (2007:116), traditional word-of-mouth is important, as positive word-of-mouth has a snowball effect on the profitability of the guest house and is vital to the success of a guest house.
5	Only 48.5% of guest houses use social networking as an online marketing communication tool, which is a fairly low percentage, seeing that social media have become the online word-of-mouth tool, and social networking is a type of social media. See Section 3.7.10.1 of Chapter 3.
6	The majority of guest houses (59.9%) use SEO as an online marketing communication tool, which indicates that guest houses understand the importance of this marketing communication tool.

	Main findings
7	The majority of guest houses (62.9%) use branded e-mails and this is the second most frequently used online marketing communication tool after guest house websites.
8	Almost all (91.4%) of the guest houses have guest house websites, which is a good indication that guest houses understand how important a website is to communicate their product and service offerings. See Section 3.7.8 of Chapter 3.
9	Only about a third (28.1%) of the guest houses design their own guest house websites, which is an interesting finding. The reason for this could be that the guest houses have all the available resources on the Internet to build and create their own guest house websites. See Section 5.5.3 of this chapter.
10	All the guest houses with websites indicated that they do have multimedia content on their websites. This indicates that guest houses understand how important it is to have pictures and videos available on the website.
11	The majority of guest houses with websites (71.9%) indicated that they do not have interactivity tools on their websites. The reason for this could be that guest houses do not recognise the importance of having a guest book link available on the website.
12	The findings show that the majority (90.6%) of guest houses specified that the content of their websites are only available in one language. Guest houses might not feel that it is necessary to have the content available in more than one language.
13	A relatively high 46.9% of the guest house websites do not have an area where website users can ask questions of the guest house owners/managers. A reason for this finding could be that these guest houses might not feel that it is important for website users/potential guests to contact them directly via the website.
14	The results revealed that 65.6% do have online booking/reservation links available. This is an indication that most of the guest houses in Pretoria East recognise that this is a website tool that makes bookings easier for potential guests and secures a continuous stream of bookings.
15	The majority (81.2%) of guest houses do not provide links to complementary services on their guest house websites, which is an indication that the guest houses are not aware of the benefits of having such links on the guest house website. See, for instance, the connection function of a guest house website in Section 3.7.8.1 of Chapter 3.

	Main findings
16	The majority (68.7%) of guest houses do not have links to social networking sites on their websites. There is therefore room for improvement, as this indicates that guest houses do not understand the role that social networking plays in increasing awareness of a guest house. See Section 3.7.10.1 of Chapter 3.
17	The majority (84.4%) of guest houses had updated their websites during the past year and this is positive because it shows that guest houses update the information on the website on a regular basis. See the constant change function of a guest house website discussed in Section 3.7.8.1 of Chapter 3.
18	Large guest houses tend to have higher occupancy levels than the small and medium-sized guest houses.
19	Large guest houses tend to use social networking more than small and medium-sized guest houses. The reason for this could be that large guest houses have more human and financial resources than small or medium-sized guest houses.
20	Medium-sized guest houses tend to use SEO more than the small and large guest houses. One of the reasons for this could be that medium-sized guest houses are growth-oriented and explore more marketing communication tools to aid their growth.
21	Medium-sized guest houses tend to use website versions for mobile phones slightly more than the small and large guest houses.
22	Guest houses which use an outsourced business to design the guest house website tend to use the SEO online marketing communication tool more frequently than those who design the website themselves.
23	Guest houses which design their own guest house website tend to use the social networking online marketing communication tool slightly more frequently than those who use an outsourced business.
24	There is a significant difference between the guest houses that have links to social networking sites on their websites and those who do not, with regard to the usage frequency of social networking as an online marketing communication tool. Therefore, those guest houses that have links on their websites use social networking more frequently than those who do not have them.
25	The guest houses that have links to social networking sites tend to have slightly higher occupancy levels than those who do not. This confirms that making use of online word-of-mouth as a marketing communication tool can be profitable to guest houses.

	Main findings
26	There is a significant difference between the guest houses that have links to other complementary services on their website and those who do not, with regard to their average occupancy levels. This is a good indication that these websites are more consumer-focused. Consumer-focused means that the guest houses try to satisfy the consumer's needs within the boundaries of making a profit (Rudansky-Kloppers & Strydom, 2011:305).

As can be seen in the table above, the twenty six main findings of this study are listed and explained. This will be used in the next chapter where the findings and conclusions will be drawn.

5.9 CONCLUSION

To conclude, in this chapter the online marketing communication tools for guest houses in Pretoria East were studied and analysed. In order to assess the primary and secondary objectives of this study, descriptive and inferential analyses were executed. In the first section, the descriptive statistics explained the specific guest house details and marketing communication tools for guest houses and guest house websites.

Additional key relationships were presented and explained in the second section of this chapter. The third section of this chapter consists of the inferential analysis that was performed to test for certain hypotheses. Hypotheses were developed to determine the most significant relationships and differences between various variables. A table was provided to illustrate the summary of findings, which outlined all the main findings of this study. In the final chapter of this study, conclusions will be drawn and recommendations relating to the results of the research will be provided.

CHAPTER 6:

CONCLUSIONS AND RECOMMENDATIONS

6.1 INTRODUCTION

The purpose of this chapter is to conclude the study regarding online marketing communication tools for guest houses in Pretoria East. A review of the research aim and objectives is provided in this chapter, along with the conclusions and recommendations of this study. Synchronisation between the research objectives and the findings will be presented and the limitations of the study will be expounded upon. Suggestions for further research on the guest house industry of South Africa will be provided and a final conclusion regarding the guest house industry in the eastern parts of Pretoria will be given.

6.2 ADDRESSING THE RESEARCH AIM AND OBJECTIVES

The overall aim of this research study was to determine the online marketing communication tools used most frequently by guest houses in the Pretoria East region. The purpose was to gain a better understanding of the online marketing communication tools which guest houses can use in order to communicate their product and service offerings to potential guests.

In order to achieve the overall objective of this study, the usage frequency of online marketing communication tools for guest houses in Pretoria East was investigated. The secondary objectives of this study were the following:

- To determine the traditional marketing communication tools mostly used by guest houses in the Pretoria East region.
- To evaluate Pretoria East guest house websites by utilising the eight Cs of the commercial website model.
- To determine if guest house owners/managers update their websites on a regular basis.

- To determine the level of Internet/electronic skills of guest house owners/managers.
- To investigate if occupancy levels differ between guest houses that have links on their websites to other complementary services, and those that do not.
- To investigate if occupancy levels differ between guest houses that have links on their websites to social networking sites, and those that do not.
- To investigate the corpographics of guest houses in Pretoria East.
- To provide recommendations for guest house owners to help improve their online marketing communication tools.
- To identify areas for future research.

The primary and secondary objectives of this study were investigated using descriptive research using a questionnaire. The methodology utilised to collect the data for this study was explained in Chapter 4, Section 4.3.2. Descriptive and inferential statistics were used to analyse the collected data and this was discussed in Chapter 5 Sections 5.2, 5.3, 5.4, 5.5 and 5.7. The conclusions and recommendations which can be drawn from Chapter 5 will be discussed in this chapter. The recommendations made could be applied by owners or managers of guest houses in Pretoria East, as this would assist them with their selection of online marketing communication tools for their guest houses. Next, the conclusions and recommendations for this study will be described.

6.3 CONCLUSIONS AND RECOMMENDATIONS

The main conclusions are obtained from the summary of findings table (Table 5.11) which can be found in Chapter 5. All the main conclusions and recommendations are discussed under the sub-headings below:

6.3.1 Average occupancy level for guest houses in Pretoria East

The average occupancy level for guest houses in Pretoria East is 66.7%. An average occupancy level of 66.7% indicates that at least two-thirds of the rooms are occupied, which is considered a good occupancy level, especially seen in the light of the current economic downturn in the world and domestic economy. This percentage is higher than

the 2016 projected average occupancy level of 53.9% for the whole accommodation sector in South Africa. **It can therefore be deduced that these guest houses are performing at a higher occupancy level than the remainder of the country, with current occupancy rates that are higher than the projected 2016 figure.**

Furthermore, the average occupancy level can be used as an element to measure the success of a guest house in Pretoria East which must be seen to be satisfactory in the present time frame.

6.3.2 Reasons for travelling and staying in guest houses

As has been mentioned in the literature (see Section 2.5.2.1), guests can be segmented in accordance with their purpose of travel. The purpose of travel can be divided into two main categories: namely, travelling for business or for leisure purposes. The business and leisure guests have different needs for specific facilities and services while staying at a guest house. From the findings of this study, the majority of guest houses in Pretoria East (60%) indicated that their guests travel for business purposes. The other 40% of the guest houses indicated that their guests travel for leisure or a hybrid option of business and leisure purposes.

The Metropole of Tshwane (City of Pretoria) is seen as one of the business and government hubs in South Africa, and Pretoria East makes up a sizeable portion of this market. **This explains why most of the guests travel for business purposes to guest houses in Pretoria East.**

A recommendation for guest houses in Pretoria East is to focus on improving facilities and services to cater for business guests. Additional services such as Wi-Fi and printing facilities are typical facilities that provide value for business guests. Added services, such as spa facilities, can be used to attract leisure-type guests. These additional services can also be used by business-type guests while they are staying in the guest house enhancing the total value proposition for the guests.

6.3.3 Graded establishments

As has been seen in the literature review (see Section 2.6) regarding the quality assurance of guest houses, the star grading is a measurement which can be used by guest houses in Pretoria East to guarantee a certain minimum quality level for guests. The Tourism Grading Council of South Africa (TGCSA) introduced this star grading measurement and this has become a necessary product/service quality instrument if a guest house wants to be recognised as a suitable, quality-assured establishment, internationally as well as locally.

From the findings of this study, the majority (58.4%) of Pretoria East guest houses that are graded are 4-star graded establishments. This specific finding is in agreement with Nothnagel's (2006:146) study which was conducted on lodges in South Africa. The majority of lodges in South Africa were also 4-star graded, according to the TGCSA. The results of this study revealed, furthermore, that 33.3% of the guest houses are 3-star graded establishments and 8.3% are 5-star graded establishments. Therefore, all the guest houses in Pretoria East which are star-graded establishments either had a 3, 4 or 5-star grading. There are more than 8000 graded accommodation establishments in South Africa (SouthAfrica.info, 2013). The grading criteria and minimum requirements for guest accommodation, specifically for guest houses, are summarised in Appendix B.

The conclusion that can be drawn from the finding of this study is that most of the guest houses in Pretoria East are 4- and 5-star graded establishments, which ensures that they attract guests of distinction that travel for business and also for leisure purposes. These guests prefer to stay in higher quality establishments which are provided by guest houses in Pretoria East.

Recommendations for guest houses in this area in terms of this finding include:

- *All guest houses should be graded according to the TGCSA, as this is necessary if a guest house wants to be recognised as a quality-assured establishment, internationally as well as locally.*

- *Guest houses that are not graded establishments should attempt to become more competitive and keep up with their competitors by getting at least a 3- or 4-star rating.*
- *In the same view, lower graded guest houses must consider their market attractiveness and investigate to upgrade their position to a higher star rating.*

6.3.4 Use of traditional marketing communication methods by guest houses

As discussed in the literature review in Chapter 3 (see Section 3.4), there are a number of traditional marketing communication media tools, referred to as the off-line marketing communication tools, which are used by guest houses in Pretoria East. These off-line marketing communication tools are utilised as a communication vehicle which presents a message to an intended target market or audience to promote the product and services of the specific guest house.

The results of this study indicated that the five mostly used traditional marketing methods are word-of-mouth, referrals from other guest houses in the area, brochures, membership at local associations and inviting and providing accommodation to travel writers. By far, the overwhelming majority (91.4%) of guest houses rated word-of-mouth as the mostly used traditional marketing method. The second mostly used method (42.9%) was referrals from other guest houses in the area. The mostly used method (word-of-mouth) was used by more than twice the number of guest houses than the second mostly used method.

The literature review in Chapter 3 of this study revealed that word-of-mouth can be very beneficial for a small business such as a guest house. Henning (2007:116) argues that traditional word-of-mouth is important, as positive word-of-mouth has a snowball effect on the profitability of the guest house and is vital to its success. **It can be concluded that guest houses in Pretoria East recognise the importance of word-of-mouth for the profitability and success of a guest house.**

It is recommended that this off-line marketing communication tool always be considered as part of the marketing strategy of a guest house. Another recommendation is that guest houses in Pretoria East should also cultivate their networking opportunities to connect with

other guest houses in the area, so that referrals can be forwarded. In this way, a virtuous circle of communication can be developed to benefit all the participants.

6.3.5 Use of online marketing communication tools by guest houses

According to the literature review (see Section 3.7), there are various online marketing communication tools that guest houses can utilise on the Web to communicate their product and service offerings. Some of these online marketing communication tools include online advertising, online Public Relations, online sales promotion, online direct mail, online sales force, online packaging etc. For a full exposé on the alternatives and elements of all the available online marketing communication tools which can be used by guest houses, see Chapter 3 (Section 3.7).

The main findings on this topic conclude that almost all guest houses (91.4%) indicated that their websites are used 'sometimes and often'. Almost two thirds of the guest houses indicated that they use branded e-mail (62.9%) and SEO (59.9%) 'sometimes and often'. The results furthermore revealed that 48.5% of the guest houses use social networking 'sometimes and often', but that 51.5% indicated that social networking is used 'never and rarely'. ***These findings showed that the four most used online marketing communication tools are guest house websites, branded e-mail, SEO and social networking.*** The conclusions and recommendations regarding the use of certain online marketing communication tools will be presented in more detail in the sections below.

6.3.5.1 Use of social networking

As has been seen in the literature review of Chapter 3 (see Section 3.7.10.1), social networking is a type of social media and examples of main social networking sites used are Facebook, Twitter and MySpace. Furthermore, social media provide a platform where guests can express their experiences and options, by means of online word-of-mouth. Social networking can therefore be used by guest houses to inspire potential guests to purchase a guest house's product and service offerings.

From the findings of this study, social networking is the fourth mostly used online marketing communication tool by guest houses in Pretoria East. It was interesting to see that only 48.5% of guest houses use social networking as an online marketing communication tool, in relation to the 51.5% that do not use it. Facebook is one of the popular social networking sites which guest houses can utilise. According to Goble (2012), Facebook was launched in 2004, after which it was used for two years as a Harvard university-only exercise and only in 2006 was this site fully opened to the public. In other words, social networking is still a fairly new online marketing communication tool. **Thus, this could be the reason why fewer than half of the guest houses use social networking, since it is still a fairly new online marketing communication tool.**

Taking this into consideration, 48.5% is still a fairly low percentage in comparison with the word-of-mouth which is rated by 91.4% of the guest houses as the number one off-line marketing communication tool. Therefore, these results show an anomaly between off-line and online word-of-mouth communication which can be explained by the recency of the electronic social networking tools.

The recommendation for guest houses in Pretoria East is to invest time and money in using social networking as an online marketing communication tool, seeing that off-line word-of-mouth already plays a vital role in the profitability and success of a guest house. Another benefit of using social networking as an online marketing communication tool is that there are minimal costs involved in the use of this online marketing communication tool.

6.3.5.2 Use of Search Engine Optimisation

As stated in the literature review (see Section 3.7.9), SEO occurs when the key topics of a website and its pages are made readable to search engines. Search engines are a popular way for Internet users to search for accommodation online and commenced in the early 90's (Leimgruber, 2012). The focus of SEO is to maximise the visibility of the guest house website by improving the ranking in the specific research focus area.

As can be seen from the findings, 59.9% of guest houses use SEO 'sometimes and often' as an online marketing communication tool. **SEO is the third mostly used online marketing communication tool by guest houses in Pretoria East.** This is an indication that guest houses in Pretoria East understand that this marketing communication tool has the power to make a guest house website more visible on search engines. Since search engines are a popular way for Internet users to search for accommodation online, *it is recommended that guest houses in Pretoria East who do not use this tool start using this online marketing communication tool more often and even on a permanent basis. This tool will increase the visibility and accessibility of the guest house website for Internet users.*

6.3.5.3 Use of branded e-mails

In the literature review (see Section 3.7.1), branded e-mails are explained as e-mails that are branded with the logo and contact numbers of an organisation. E-mails are generally used by guest houses to communicate to potential guests and current guests, as bookings and confirmation are normally communicated via e-mail.

The findings revealed that 62.9% of the guest houses use branded e-mails 'sometimes and often'. **This is also evidenced in the fact that branded e-mails are the second mostly used online marketing communication tool indicated by guest houses in Pretoria East.** *It is recommended that guest houses always brand their e-mails, as e-mails are used on a regular basis in communication with their guests. If guest houses use branded e-mails, then more customers will have the guest house's details for future reference.*

6.3.5.4 Guest house websites

As mentioned before (see Section 3.7.9), guest house websites form part of the online retail store design or commercial offices tool. A guest house website can be used to carry out numerous functions and it is a constructive online marketing communication tool for guest houses.

The findings indicated that almost all (91.4%) of the guest houses have guest house websites. **This is the most frequently used online marketing communication tool by guest houses in Pretoria East. Guest houses thus seem to understand how important a website is for communicating the product and service offerings of guest houses.** *It is suggested that all guest houses in Pretoria East invest time and capital in establishing/expanding a guest house website, as it can act as an information tool, selling tool, business tool, communication tool and marketing tool.*

In the literature review about guest house websites, the main functions of any guest house website were discussed by using a practical example from an existing website (see Section 3.7.8.1). The eight Cs used to evaluate this website represent the main functions of any guest house website. The main functions include context, content, community, customisation, communication, connection, commerce and constant change (the eight Cs). These main functions were used to evaluate the guest house websites from the management perspective. In the sub-divisions below, all the main findings and conclusions regarding the website evaluations are reported.

Design responsibility of guest house websites

It was necessary first to determine who designs the website. The design of a guest house website resides under three of the eight Cs: namely, context, content and customisation. The findings showed that most guest houses (71.9%) make use of outsourced companies to design their websites. Almost a third (28.1%) indicated that they designed these websites themselves. This was an interesting finding, seeing that this type of skill is usually scarce amongst the guest house owners/managers as they are usually not software programmers.

A possible reason could be that the guest house managers/owners have all the available resources on the Internet to build and create their own guest house websites. There are packages offered freely on the Internet, whereby the guest house owners/managers can create their own websites. Some of these packages available on the Internet offer the design of a website at a lower rate than the outsourced companies charge the guest

houses. Just to mention a few of these website creating packages, they are : IM Website Creator, BlueVoda Website Builder, Bellstrike and Moonfruit.

The conclusion that can be drawn from this finding is that the guest houses in Pretoria East understand the importance of a guest house website, as the majority of them do have websites. In addition, there is also the added incentive for guest houses to design their own websites for free or at a lower rate than outsourced companies charge, making them independent and fairly flexible in the adaptation of their websites.

A recommendation for guest houses in connection with the design responsibility of their websites is that: guest house managers/owners can consider the option of designing websites themselves by means of using the packages available online, namely IM Website Creator, BlueVoda Website Builder, Bellstrike and Moonfruit. Guest houses can also continue using the outsourced companies to execute this for them. The salient point is however that guest houses should preferably consider using professionals to develop their websites.

Evaluation of guest house website

As explained in the literature review (see Section 3.7.8.1), the C **context** refers to the composition, design and outline of the website. The aspect of context has not been included in the questionnaire, as it was expected that the respondents would not be unbiased with regard to their own guest house websites or they might not have the necessary knowledge to evaluate the context of their guest house websites. However, in Chapter 3 of this dissertation, a guest house website was used to give a practical illustration of the context of a guest house website. Please refer to Section 3.7.8.1 and Figure 3.6.

From the literature review, all the text-based, video and audio effects on a guest house website refer to the **content** of a website. All the guest houses indicated that they do have multimedia content on their websites. **This is a clear indication that guest houses in Pretoria East understand that the pictures and videos on a guest house website are**

very important, as potential guests want to see what an establishment looks like before deciding where to stay.

The **community** function of a guest house website includes electronic guest books with a prominent link where guests can share their experiences. The majority of guest houses (71.9%) indicated that they do not have an interactivity tool on their websites. Only 28.1% of the respondents stated that they do have interactivity tools such as guest books on their websites. **This finding reveals that guest houses in Pretoria East seems not to appreciate the importance of having a guest book link available on the website.**

The literature review states that the **customisation** of a guest house website indicates that a website should be designed according to the specific requirements of each user, such as language options. The findings show that the majority (90.6%) of guest houses specified that the content of their websites is only available in one language. Only 9.4% of guest houses stated that the content of their websites is available in more than one language. **The conclusion drawn from this finding is that guest houses in Pretoria East do not feel the necessity to have the content available in more than one language, as the business language in South Africa is English.**

According to the literature review, the **communication** is seen as a function of the two-way communication that takes place via the website. If there is an area available on the website where users can ask questions and get answers back as soon as possible, it refers to the communication function of a website. The findings illustrated that the majority of the guest house websites (53.1%) have an area available on the website where website users can ask questions of the guest house owners/managers. On the other hand, **a relatively high 46.9% of the guest house websites do not have an area where website users can post questions to the guest house owners/managers, which can be an indication that these guest houses might not feel that it is important for website users/potential guests to contact them directly via the website. For CRM this is however important.**

As seen from the literature review, the **commerce** function refers to the type of commercial transactions a guest house website can accommodate. In other words, guest

house websites should have reservation/booking facilities available. The results revealed that 65.6% do have online booking/reservation links available, whereas 34.4% of the guest house websites do not have links available. **This is an indication that most of the guest houses make use of the online booking/reservation links on the website to sell their rooms. Therefore, most of the guest houses in Pretoria East recognise that this is a tool on a website that makes bookings easier for potential guests.**

Recommendations for the above-mentioned functions include:

- *Guest houses in Pretoria East should incorporate interactivity tools, such as guest books, on their websites as a matter of urgency.*
- *Guest houses in Pretoria East should have an area available on the website where website users can ask questions of the guest house owners/managers.*
- *Guest houses that do not have online booking/reservation links in Pretoria East should consider offering these links, as this makes it easier for website users/potential guests to make bookings.*

The connection and constant change functions of websites are evaluated below.

Links to complementary services on guest house websites

In connection with the literature review in Chapter 3 (see Section 3.7.8.1), links to complementary services on a guest house website fall under the **connection** function of the eight Cs. When guest houses provide other links to complementary services on the guest house websites, it can improve the readability and attention-drawing to key topics of the website on the search engines and this will make the website more visible and more highly rated on the search engines.

The findings of this study indicated that the majority (81.2%) of guest houses do not provide links to complementary services on their guest house websites. Only 18.8% of the guest houses do have links to complementary services on their websites. **This can be an indication that the guest houses are not aware of the benefits of having such links**

on the guest house website. By implementing these links, guest houses can increase their visibility on the search engines.

A recommendation for guest houses in Pretoria East is thus that links to other complementary services should be considered as a matter of urgency on their guest house websites, in order to draw attention to their websites and to attract more possible visitors and potential guests and to build up a network of relationships with support businesses.

Links to social networking sites on guest house websites

As mentioned in the literature review (see Section 3.7.8.1), the links to social networking sites on guest house websites are also part of the **connection** function of a website. An advantage of having links to social networking sites on guest house websites is that the website user can easily access these social networking sites, without going to search for them on the Web. The results indicated that the majority (68.7%) of guest houses do not have links to social networking sites on their guest house websites. Only 31.3% of the guest houses do have these links. **This finding suggests that there is room for improvement, as this result indicates that guest houses do not understand the role that social networking plays in online marketing, in order to increase awareness about a guest house.** Social networking is also a form of online word-of-mouth which builds and expands relationships, and as mentioned earlier, it plays a vital role in the profitability and success of a guest house.

It is recommended that guest houses in Pretoria East investigate and invest in social networking, together with providing links to these social networking sites on the guest house website. This will allow potential guests to see the positive recommendations and statements on the social networking sites more easily.

Recency of website update

The literature reveals (see Section 3.7.8.1) that the update and maintenance of a guest house website is part of the **constant change** function that is encountered in this industry. All the existing information on a guest house website should be updated on a regular

basis. Furthermore, anything from six to twelve months can be seen as the limit of what is a regular update. In most cases, more regular updates are needed to inform customers about special events at the guest house or other activities in the city where they operate.

It was found that the majority (84.4%) of guest houses had updated their websites during the past year. Only one guest house (3.1%) specified that the website was last updated more than three years ago. **This is a positive result, as it shows that the majority of guest houses update and maintain the information on the guest house website at least on an annual basis.**

The recommendation is that guest houses in Pretoria East can benefit from updating their websites on a regular basis, at least on an annual basis, especially in view of the fact that information such as prices, location, photos, services offered etc. should be a fair reflection on the website regarding what the guest house presents. This is why it is imperative that the website should be regularly updated, seeing that the guest house website acts as the online sales force, as explained in the literature review (see Section 3.7.5).

6.3.6 Use of social networking and size of guest house

The number of rooms in guest houses was used to classify them into three size groups: namely small, medium and large. A statistical test was done to determine if the use/non-use of social networking differs between guest houses of different size. The result revealed no statistically significant difference at the 5% level of significance. However, utilising the mean ranks, it appeared that large guest houses tend to use social networking more (mean rank = 24.14) than the small and medium-sized guest houses that had similar mean ranks of 16.21 and 16.71.

The findings suggested that large guest houses tend to make more use of social networking as an online marketing communication tool than the small and medium-sized guest houses. An explanation for this can be that large guest houses have more human and financial resources available to them than small or medium-sized guest houses. The efficiency of social networking has been established and all guest houses should be encouraged to utilise this marketing tool.

6.3.7 Use of SEO and size of guest house

The statistical test carried out to determine if the use/non-use of SEO differs between guest houses of different sizes revealed no statistically significant difference at the 5% level of significance. However, utilising the mean ranks, it indicated that medium-sized guest houses tend to use SEO more (mean rank = 20.86) than the small and large guest houses that had mean ranks of 15.32 and 17.64. **One logical reason for this finding could be that medium-sized guest houses are growth-oriented and explore more marketing communication tools and electronic interventions in order to bring about faster growth.**

6.3.8 Social networking links

The conclusions and recommendations regarding the social networking links are divided into the usage frequency and occupancy levels. These conclusions and recommendations are discussed below.

Usage frequency

As mentioned before, the literature review (see Section 3.7.10) stated that online social networking forms part of the online word-of-mouth, which has an impact on the profitability and success of a guest house. The findings indicated that there was a statistically significant difference ($p=0.035$), at the 5% level of significance, between the guest houses that have links to social networking sites on their websites and those who do not, with regard to the frequency of use of social networking as an online marketing communication tool. The mean ranks indicated that those who have links (mean rank = 21.4) tend to use social networking more frequently than those who do not (mean rank = 14.27).

A reason for this could be that the guest house managers/owners that have existing social networking sites already have the necessary skills to maintain and use these sites, whereas the other managers/owners that do not have social networking sites either are not aware of, or do not have the necessary skills to maintain and use these sites. As discussed before, *it is recommended that guest houses in Pretoria East*

invest in using social networking as an online marketing communication tool, but also have links to these social networking sites in order to improve the online accessibility, network building capabilities, image and awareness of the guest house.

Occupancy levels

The results showed that there is no statistically significant difference ($p=0.325$) between the existence of social networking links and the absence of such links on guest house websites, with regard to the average occupancy levels of a guest house.

Utilising the mean ranks, it indicated that the guest houses who have links to social networking sites (mean rank = 18.9) tend to have slightly higher occupancy rates than those who do not (mean rank = 15.41). **Therefore, it can be suggested that guest houses that have links to social networking sites tend to have slightly higher occupancy levels than those who do not.** As stated in the literature, social networking is a form of online word-of-mouth communication and this tool can be profitable. This finding confirms that the literature is correct, as the outcome of higher occupancy levels links to more income/profit.

If social networking tools are used more often and correctly, guest houses will potentially see results such as increased occupancy levels. Therefore, it is recommended that guest houses in Pretoria East pursue the use of social networking as an online marketing communication tool.

6.3.9 Links to other complementary services and occupancy levels

As already mentioned (see Section 3.7.8.1), links to other complementary services on guest house websites can increase the readability and attention-drawing to key aspects of the website on search engines and this will allow the website to be more visible on the search engines. The results revealed that there is a high statistically significant difference ($p=0.006$), at the 1% level of significance, between the guest houses that have links to other complementary services on their website and those who do not, with regard to their average occupancy levels. Furthermore, the mean ranks showed that those who have

links to other complementary services (mean rank = 25.83) tend to have higher average occupancy levels than those who do not (mean rank = 14.35).

The findings presented can imply that the guest houses that have these links on their websites are more consumer-focused. They attempt to satisfy the consumer's needs as far as possible within the boundaries of still being profitable.

Recommendations for guest houses in terms of this finding include:

- *Guest houses must seriously consider adding links to other complementary services on the guest house website, as this can lead to higher occupancy levels. A result of higher occupancy levels is a higher turnover and thus higher profitability.*
- *Guest houses that have links must consider adding additional consumer-focused links to other complementary services on the guest house website, as this will add value for the customer, such as making it easier for potential guests to plan their trip and activities within the area of the destination.*

The table below summarises the main findings and the recommendations of the study:

Table 6.1: Summary of the main findings and recommendations

Main findings	Recommendations
<p>The average occupancy level for guest houses in Pretoria East is 66.7%, which is higher than the 2016 projected average occupancy levels of 53.9% for the whole accommodation sector in South Africa.</p>	<p>The average occupancy level can be used as an element to measure the success of a guest house in Pretoria East. Currently guest houses in the Pretoria East area have high average occupancy levels, which must be further developed by effective use of online marketing tools.</p>
<p>The majority (60%) of guests travel for business purposes to guest houses in Pretoria East. However, the majority of tourists who travel to South Africa travel for holiday purposes (Statistics South Africa, 2013:5). The result confirms the secondary information that Pretoria is seen as one of the business hubs in South Africa where numerous business people congregate.</p>	<p>Guest houses should focus on improving facilities and services to cater for business guests, while not forgetting about the needs of the leisure component of their clientele.</p>
<p>The majority (58.4%) of Pretoria East guest houses are 4-star graded establishments. There are more than 8000 graded accommodation establishments in South Africa (SouthAfrica.info, 2013). The 4-star guest houses are preferred, as business guests want to stay in high quality establishments.</p>	<ul style="list-style-type: none"> • All guest houses should be graded according to the TGCSA as it is necessary if a guest house wants to be recognised as a quality-assured establishment internationally as well as locally. • Guest houses that are not graded establishments should attempt to become more competitive and keep up with the competitors and get at least a 3- or 4-star rating. • Graded 3- and 4- star establishments must consider upgrading their establishments to higher star grading rates.

<p>The majority (91.4%) of the guest houses rated word-of-mouth as the most frequently used traditional marketing method. According to Henning (2007:116), traditional word-of-mouth is important, as positive word-of-mouth has a snowball effect on the profitability of the guest house and is vital to its success.</p>	<p>This off-line marketing communication tool should be included as part of the marketing strategy of a guest house. Guest houses in Pretoria East should also make use of their networking opportunities to connect with other guest houses in the area, so that referrals can be forwarded.</p>
<p>Only 48.5% of guest houses use social networking as an online marketing communication tool which is a fairly low percentage, seeing that social media has become the online word-of-mouth tool and social networking is a type of social media.</p>	<p>Guest houses should invest time and money in using social networking as an online marketing communication tool, since off-line word-of-mouth already plays a vital role in the profitability and success of a guest house. Another benefit of using social networking as an online marketing communication tool is that there are minimal costs involved in the use of this online marketing communication tool.</p>
<p>The majority of guest houses (59.9%) use Search Engine Optimisation (SEO) as an online marketing communication tool, which indicates that guest houses understand the importance of this marketing communication tool.</p>	<p>Guest houses in Pretoria East who do not use this tool can start using this online marketing communication tool more often and even on a permanent basis. This tool will increase the visibility and accessibility of the guest house website, for Internet users.</p>
<p>The majority of guest houses (62.9%) use branded e-mails and this is the second most frequently used online marketing communication tool after guest house websites.</p>	<p>Guest houses should brand their e-mails, as e-mails are used on a regular basis in communication with their guests. If guest houses use branded e-mails, then more customers will have the guest house's details for future reference.</p>
<p>Almost all (91.4%) of the guest houses have guest house websites, which is a good indication that guest houses understand how important a website is to communicate the product and service offerings of guest houses.</p>	<p>It is suggested that all guest houses in Pretoria East invest time and capital in establishing/expanding a guest house website, as it can act as an information tool, selling tool, business tool, communication tool and marketing tool.</p>

Only about a third (28.1%) of the guest houses design their own guest house websites, which is an interesting finding. The reason for this could be that the guest houses have all the available resources on the Internet to build and create their own guest house websites.	Guest house managers/owners can consider the option to design websites themselves by using the packages available online – namely, IM Website Creator, BlueVoda Website Builder, Bellstrike and Moonfruit. Guest houses can also continue using the outsourced companies to execute this for them.
All the guest houses with websites indicated that they do have multimedia content on their websites. This indicates that guest houses understand how important it is to have pictures and videos available on the website.	No recommendation, except to keep on updating this multimedia content on a regular basis.
The majority of guest houses with websites (71.9%) indicated that they do not have interactivity tools on their websites. The reason for this can be that guest houses do not recognise the importance of having a guest book link available on the website.	Guest houses in Pretoria East should incorporate interactivity tools such as guest books on their websites, as a matter of urgency.
The findings show that the majority (90.6%) of guest houses specified that the content of their websites is only available in one language. Guest houses might not feel that it is necessary to have the content available in more than one language.	No recommendation, since English, which most guest houses use, is the accepted language of communication worldwide.
A relatively high 46.9% of the guest house websites do not have an area where website users can ask questions of the guest house owners/managers. A reason for this finding could be that these guest houses might not feel that it is important for website users/potential guests to contact them directly via the website.	Guest houses in Pretoria East should have an area available on the website where website users can ask questions of the guest house owners/managers.

The results revealed that 65.6% of guest house websites do have online booking/reservation links available. This is an indication that most of the guest houses in Pretoria East recognise that this is a tool on a website that makes bookings easier for potential guests and secures a continuous stream of bookings.	Guest houses in Pretoria East should have online booking/reservation links available, as this makes it easier for website users/potential guests to make bookings.
The majority (81.2%) of guest houses do not provide links to complementary services on their guest house websites, which is an indication that the guest houses are not aware of the benefits of having such links on the guest house website.	Links to other complementary services should be actively encouraged on guest house websites, in order to draw attention to the websites, to attract more possible visitors and potential guests, and to build up a network of relationships with support businesses.
The majority (68.7%) of guest houses do not have links to social networking sites on their guest house websites. There is therefore room for improvement, as this indicates that guest houses do not understand the role that social networking plays in increasing the awareness of a guest house.	Guest house should investigate and invest in social networking, together with providing links to these social networking sites on the guest house website. This will allow potential guests to see the positive recommendations and statements on the social networking sites more easily.
The majority (84.4%) of guest houses had updated their websites during the past year and this is positive because it shows that guest houses update the information on the website on a regular basis.	Guest houses in Pretoria East could benefit from updating their websites on a regular basis, at least on an annual basis, especially in view of the fact that information such as prices, location, photos, services offered etc. should synchronise with information on the website of the guest house.
Large guest houses tend to have higher occupancy levels than the small and medium-sized guest houses.	The small and medium-sized guest houses could incorporate all the recommendations in this study in their marketing strategies.

Large guest houses tend to use social networking more than the small and medium-sized guest houses. The reason for this could be that large guest houses have more human and financial resources than medium-sized or small guest houses.	Small and medium-sized guest houses could make more use of social networking to market the guest house.
Medium-sized guest houses tend to use SEO more than the small and large guest houses. One of the reasons for this could be that medium-sized guest houses are growth-oriented and explore more marketing communication tools to develop growth.	Since it is important to use SEO, small and large guest houses should make use of this important online marketing communication tool.
Medium-sized guest houses tend to use website versions for mobile phones slightly more than the small and large guest houses.	All guest houses should consider using this application on a permanent basis.
Guest houses which use an outsourced business to design the guest house website tend to use the SEO online marketing communication tool more frequently than those who design the guest house website themselves.	No recommendation, other than it would seem that outside help by specialist consultants would make SEO easier: This obviously comes at a cost to the small businesses.
Guest houses which design their own guest house website tend to use the social networking online marketing communication tool slightly more frequently than those who use an outsourced business.	No recommendation

<p>There is a significant difference between the guest houses that have links to social networking sites on their websites and those who do not, with regard to the usage frequency of social networking as an online marketing communication tool. Therefore, those guest houses that have links on their websites use social networking more frequently than those who do not have links on their websites.</p>	<p>Guest houses should invest in using social networking as an online marketing communication tool, but also have links to these social networking sites in order to improve the online accessibility, network building capabilities, image and awareness of the guest house.</p>
<p>The guest houses that have links to social networking sites tend to have slightly higher occupancy levels than those who do not. This confirms that making use of online word-of-mouth as a marketing communication tool can be profitable to guest houses.</p>	<p>If social networking tools are used more often and in a proper manner, then guest houses will potentially see results such as increased occupancy levels. Therefore, guest houses should make more use of social networking as an online marketing communication tool.</p>
<p>There is a significant difference between the guest houses that have links to other complementary services on their website and those who do not, with regard to their average occupancy levels. This is a good indication that these websites are more consumer-focused.</p>	<ul style="list-style-type: none"> • Guest houses must seriously consider adding links to other complementary services on the guest house website, as this can lead to higher occupancy levels. A result of higher occupancy levels could be a higher turnover and thus higher profitability. • Guest houses that have links must consider adding additional consumer-focused links to other complementary services on the guest house website, as this will add value for the customer, such as making it easier for potential guests to plan their trip and activities within the area of the destination.

6.4 SYNCHRONISATION OF RESEARCH OBJECTIVES WITH THE FINDINGS OF THE STUDY

In the table below, all the research objectives of this study as stated in Chapter 1 are provided in the first column and in the second column the related main findings are provided, as evidence that the specific research objectives were achieved.

Table 6.2: Substantiation of research findings

Objective	Main findings
<p>Primary Objective:</p> <p>To determine the online marketing communication tools used most frequently by the guest houses in the Pretoria East region.</p>	<ul style="list-style-type: none"> • The four most frequently used online marketing communication tools are guest house websites (91.4%), branded e-mail (62.9%), SEO (59.9%) and social networking (48.5%). • Large guest houses tend to use social networking more than the small and medium guest houses. • Medium-sized guest houses tend to use SEO more than the small and large guest houses. • There is a significant difference between the guest houses that have links to social networking sites on their websites and those who do not, with regard to the usage frequency of social networking as an online marketing communication tool.
<p>Secondary Objective:</p> <p>To determine the traditional marketing communication tools mostly used by guest houses in the Pretoria East region.</p>	<p>The five most frequently used traditional marketing methods are word-of-mouth (91.4%), referrals from other guest houses in the area (42.9%), brochures (25.7%), memberships at local associations (17.1%) and inviting and providing accommodation to travel writers (11.4%).</p>

Objective	Main findings
<p>Secondary Objective:</p> <p>To evaluate Pretoria East guest house websites by utilising the eight Cs of the commercial website model.</p>	<ul style="list-style-type: none"> • All the guest houses indicated that they do have multimedia content on their websites. • The majority of guest houses (71.9%) indicated that they do not have interactivity tools on their websites. • The majority (90.6%) of guest houses specified that the content of their websites is only available in one language. • The majority of the guest house websites (53.1%) have an area available on the website where website users can ask questions of the guest house owners/managers. • The majority of guest houses (65.6%) do have online booking/reservation links available. • The majority (81.2%) of guest houses do not provide links to complementary services on their guest house websites. • The majority (68.7%) of guest houses do not have links to social networking sites on their guest house websites. • The majority (84.4%) of guest houses had updated their websites during the past year.
<p>Secondary Objective:</p> <p>To determine if guest house owners/managers update their websites on a regular basis.</p>	<p>The majority (84.4%) of guest houses had updated their websites during the past year.</p>
<p>Secondary Objective:</p> <p>To determine the level of Internet/electronic skills of guest house owners/managers.</p>	<p>Only about a third (28.1%) of the guest houses design their own guest house websites.</p>

Objective	Main findings
Secondary Objective: To investigate if occupancy levels differ between guest houses that have links on their websites to other complementary services, and those that do not.	There is a significant difference between the guest houses that have links to other complementary services on their website and those who do not, with regard to their average occupancy levels.
Secondary Objective: To investigate if occupancy levels differ between guest houses that have links on their websites to social networking sites, and those that do not.	The guest houses that have links to social networking sites tend to have slightly higher occupancy levels than those who do not.
Secondary Objective: To investigate the corpographics of guest houses in Pretoria East.	<ul style="list-style-type: none"> • The average occupancy level for guest houses in Pretoria East is 66.7%, which is higher than the 2016 projected average occupancy. • The majority (60%) of guests travel for business purposes to guest houses in Pretoria East. • The guest houses in Pretoria East that are star-graded establishments either had a 3-, 4- or 5-star grading. The majority (58.4%) of Pretoria East guest houses are 4-star graded establishments.
Secondary Objective: To provide recommendations for guest house owners to help improve their online marketing communication tools.	Recommendations for guest house websites can be found in Table 6.1.
Secondary Objective: To identify areas for future research.	Further research suggestions are provided later in this chapter (Section 6.6).

The table above is a summary of all the research objectives of this study, together with the specific research findings. In the following section, the limitations of the study will be considered.

6.5 LIMITATIONS OF THE STUDY

There were a number of limitations to this study, which need to be taken into consideration when reading this dissertation. These limitations are discussed below.

- One of the biggest limitations of this study was that the focus area of online marketing communication, which is the Internet, is a dynamic and continuously-changing topic. This is considered a limitation, as it had an impact on the recency of the literature and the empirical research findings, which will change due to industry dynamics and the improvements in the field of technology.
- The target population of this study was guest houses in the Pretoria East region that were already active on the Internet, but it was a difficult task to establish which guest houses are already active on the Internet. The only logical option was to take the guest houses that were listed by certain accommodation guides/third party representatives. Only the guest houses that fall within the borders of the Pretoria East region, according to the City of Tshwane map, were included. It was a time-consuming activity to establish which of the guest houses fall within the borders of Pretoria East, since Pretoria East on the accommodation guides is not delineated in the same manner as on the Tshwane map. Therefore, this can be seen as a limitation that could have an influence on the results.
- When the researcher started to contact the guest houses to make appointments in order to collect the data, it was discovered that six of the identified guest houses had closed since the researcher ascertained the total population. The initial population was 55 guest houses, and only 35 responded. The possibility of bias and the small number of actual respondents is a limitation of the study.
- Reliability testing could not be done due to the small sample size.
- The results of this study are limited to guest houses in Pretoria East and cannot be extrapolated to apply to all the guest houses in South Africa.

6.6 FURTHER RESEARCH SUGGESTIONS

Bearing in mind the research scope of this study and the results attained, suggestions on further research include the following:

- As this study is about the online marketing communication tools for guest houses in Pretoria East, it is suggested that the same research can be conducted in the whole of South Africa. In other words, the use of online marketing communication tools for guest houses in South Africa could be examined.
- Another suggestion is that extensive research could be conducted into the possible traditional and online distribution channels for guest houses in the South African context. As distribution forms part of the marketing mix, this is an area that might be researched in the future.
- It is suggested that future research could be conducted on exploring guest house websites in South Africa and evaluating them by means of utilising the Balanced Scorecard (BSC) approach.
- Social media, but more specifically social networking, is a new phenomenon within the guest house industry of South Africa. The development of social networking in small businesses such as guest houses is a possible area that could be researched in the future.
- As found in this study, word-of-mouth was the most frequently used traditional marketing communication tool amongst guest houses in Pretoria East. Further research could be conducted on the role of word-of-mouth in relation to social networking within the guest house industry of South Africa.

The discussion above was aimed at identifying the suggestions for further research, based on the understandings, findings and conclusions formulated in this research dissertation.

6.7 CONCLUSION

This study aimed to determine the online marketing communication tools available to guest houses in Pretoria East and to find out which of these tools are mostly used by the guest houses. The purpose of this was to find out which online marketing communication tools can be used, and are in fact currently used by guest houses in Pretoria East. There were several primary and secondary objectives specifically set to achieve the overall aim of this study. The literature chapters of this study were comprised of the guest house industry as part of the accommodation sector in South Africa, the important aspects and characteristics of guest houses, as well as all the off-line and online marketing communication tools available to guest houses. These two literature chapters gave the supported information and theory to develop a questionnaire, as a survey was conducted to collect primary data.

The findings of this study presented feedback on the specific details of guest houses in Pretoria East, the most frequently used off-line and online marketing communication tools, as well as the number of guest houses that have websites and the content of these websites. From the findings, it is clear that guest houses in Pretoria East need to invest time and money to implement certain online marketing communication tools, such as social networking and use of SEO, as these tools can enhance the awareness of a guest house.

The recommendations provided in this study could be beneficial to guest houses in Pretoria East, or as a step further, guest houses in the whole Pretoria region. This study confirmed the important role that the Internet and Web play in an organisation's marketing strategy, especially for small businesses such as guest houses. Therefore, guest houses in Pretoria East will have a competitive advantage over their competitors if the required online marketing communication tools are implemented as a matter of urgency.

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Appendix A

- Map of Pretoria East -



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Appendix B

- Minimum Requirements for Guest Accommodation -


Star-ratings	Requirements
All stars	<p>Building exterior</p> <ul style="list-style-type: none"> • Appropriate safety and security measures throughout the establishment at all times. • Person responsible for safety and security on call 24 hours a day, 7 days a week. • Emergency information, procedures and after hours contacts for assistance clearly displayed in English and in pictograms. • Guests to have secure access into facility / establishment. • Emergency evacuation procedures taking into account the needs of guests with functional auditory, visual and mobility limitations. It is essential that emergency evacuation procedures are developed and provide in written format. • Emergency evacuation procedures provided orally or by an audio system. • An area of refuge or holding area has been provided for use by guests in case of emergency evacuation and egress. Such an area of refuge must conform to the requirements of the SANS 10400-S and must be inspected on a regular basis by the relevant local authority. • Upon arrival provide familiarisation tours on all emergency exits and provide key emergency information to guests. • Provision of all onsite parking should conform to local municipal by-laws, inclusive of signage which needs to be of an acceptable condition, be clearly visible, ensuring guests are correctly guided to the appropriate entrances at all times, with appropriate safety measures in place. <p>Bedrooms</p> <ul style="list-style-type: none"> • Printed information on summoning assistance and evacuation procedures in the event of an emergency to be displayed in every bedroom. Multilingual emergency procedure notices clearly displayed in every bedroom using English and pictograms. • Facilities to keep guests' valuables safe at the establishment appropriate to the size, the star grading of the establishment and the profile of the client. • A bedside table or shelf should be provided and be located beside all permanent sleeping positions. One bedside table between the beds is acceptable in a twin room. This may either be an 'all in one' fixture with a bed headboard or a free-standing table. • No belongings of hosts to be left in any of the guest room drawers or wardrobes. Number of hangers is appropriate to the level of star grading being applied for. • Window dressings must be large enough to draw easily and completely across the width and height of the window with or without lining. • Ground floor bedrooms must provide additional privacy without restricting the natural light. • All are of an acceptable quality and condition throughout i.e. No threadbare or fraying sections of carpets or rugs. A reasonable effort is made to minimise noise levels, taking into consideration size and location of

	<p>establishment as well as the profile of the guest.</p> <ul style="list-style-type: none"> • Purpose-designed mattress protectors and pillow protectors are required to be fitted to all beds. • All bedding must be the appropriate size, free of stains, holes and fraying. This will include sheets, pillowcases, blankets, bedspreads/quilts/duvet on all beds. • Sofa beds are not acceptable as permanent bed spaces. • There should be access to both sides of beds for double occupancy. • Adequate ventilation in the room. Heating and cooling system appropriate to the level of star grading being applied for, that can be individually controlled by the guests to their comfort levels based on the geographical location of the establishments and for all seasons. • Light switch to be located by the entrance door. • A full-length mirror with direct lighting in the bedroom. • Adequate protection against insects in the form of netting, window gauze and/or insecticide should be provided in each guest room. • A pictogram / diagram for fire evacuation procedure. • List of emergency numbers available. • Unrestricted access to all storage facilities within the room. <p>Bathrooms</p> <ul style="list-style-type: none"> • If establishments incorporate an open plan bathroom within the room, showers, baths and hand basins may be open plan but the toilet must be separate and enclosed from floor to ceiling with a lockable door. • An impervious surface to be provided on walls, floors and ceilings. • All basin, bath and shower taps to be in working order with sufficient hot and cold water supply. • Baths and showers provide a strong and easily adjustable flow of water. • There are sufficient towel rails for the number of guests in the room. • There are sufficient racks/shelves for the number of guests in the room. • A mirror must be situated above or adjacent to the hand basin. • Sufficient open vanity space for maximum number of guests in the room. • Window treatment to ensure privacy. • A WC (toilet) with seat and lid. • All bathrooms equipped with: <ul style="list-style-type: none"> ○ A lidded disposal bin. ○ Double-ply toilet paper and holder plus spare toilet rolls. ○ Toilet brush or provide a cleaning service. ○ A well-lit mirror situated above or adjacent to the hand basin. • Towels must be free of stains or discolouration, fraying or holes. • Bath mat should be provided. • Toilet seat cover and mat sets are not acceptable. Wrapped soap provided.
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	<p>Shared areas</p> <ul style="list-style-type: none"> • Guest lounge in country houses and guest houses to be separate from host's lounge area. • Guest lounge within a B&B may be shared between the host and guest. • All seating areas to be of an acceptable size, quality and condition with good layout to provide a reasonable amount of space for guest to easily move around. • A lounge with adequate comfortable seating for resident guests accessible throughout the day and evening. • Where televisions are not provided in the bedrooms, there should be easy access to a lounge which has comfortable seating and a functional remote controlled colour television with a minimum of 9 channels. • All are of an acceptable quality and condition throughout i.e. No threadbare or fraying sections of carpets or rugs. A reasonable effort is made to minimise noise levels, taking into consideration size and location of establishment as well as the profile of the guests. • Acceptable levels of lighting appropriately positioned for safety and comfort in all public areas, including sufficient light on stairways and landings at night. • Acceptable temperature control and ventilation. • Passages and stairs in good repair and free from obstruction. Well-lit 24 hours a day, although energy initiatives are to be respected. • Clear, directional signage to bedrooms and reception (where needed). • All emergency information and signage to be clearly displayed in public areas. <p>Dining areas</p> <ul style="list-style-type: none"> • Dining facility must be provided. • Dinner may be provided at the discretion of the host. • Meal times by arrangement with the guest. • Where a communal dining table is provided, additional individual tables should be available on guest request. • Sufficient tables and chairs to accommodate all guests, irrespective of the weather. • All are of an acceptable quality and condition throughout i.e. No threadbare or fraying sections of carpets or rugs. A reasonable effort is made to minimise noise levels, taking into consideration size and location of establishment as well as the profile of the guests. • Acceptable levels of lighting, appropriately positioned for safety and comfort in all public areas, including sufficient light on stairways and landings at night. • Table appointments are of acceptable quality, appropriate to the meal being served i.e breakfast or dinner. • All food is well presented and served at the correct temperature. • Menu items modified to take into account dietary requirements (e.g. food allergies, diabetic-food requirements). • Dinner optional and provided at the discretion of the host.
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	<ul style="list-style-type: none"> • All hot foods well-presented and served at the correct temperature. • All cold foods (yoghurt, fruit, cold meats) also well-presented and served at the correct temperature. • Menu items modified to take into account dietary requirements (e.g. food allergies, diabetic-food requirements). <p>General services and service</p> <ul style="list-style-type: none"> • Personalised service and attention to detail is expected. • Staff to wear name badges at all times • Staff appearance to be professional and neat at all times. • Guest to be met on arrival by host. • Clear communication regarding what the establishment has to offer should be made available whether by advertisement, brochure, word of mouth or other means to all guests upon request. This should include: <ul style="list-style-type: none"> ◦ Full details of cancellation policy and in-house rules, e.g. smoking or pets, to be on hand. ◦ An honest description of all amenities, facilities and services offered. ◦ All of the above should be communicated before, or at the time of reservation. ◦ All requests, correspondence, enquires and complaints should be handled in a friendly and efficient manner. • Prompt thorough reservation and check-in system, including guest records and requests. All information accurately provided to guests, including layout of property, available facilities, meal times etc. • Unobtrusive, polite and courteous service. Well-trained and professional staff. Good interaction with guests. • Bill is correct in all details and clearly presented and explained. • Establishment should make available business facilities where possible i.e. Photocopy service, internet access and facsimile service. <p>Housekeeping service</p> <ul style="list-style-type: none"> • All bedrooms and bathrooms cleaned daily. • All linen including duvets changed for each new guest. • All beds made daily.
	<p>Building exterior</p> <ul style="list-style-type: none"> • Acceptable appearance/Maintenance/Condition. • Minor maintenance issues may be present i.e. natural weathering to building exterior. • Grounds and gardens well-maintained, kept tidy and safe • Provision of adequate, fit for purpose, on site and/or designated parking areas, which have to be tidy, well-maintained, clearly defined and well lit with clear signage. <p>Bedrooms</p> <ul style="list-style-type: none"> • Means of securing bedroom doors from the inside and outside of the bedroom. Safety deposit facility available on request.

	<ul style="list-style-type: none"> • Acceptable quality and condition in the standard of furniture, furnishings, flooring, fittings and décor. • A functional remote controlled colour television with multi channels should be provided in each room; or a communal facility should be provided in the residents' lounge. • A hairdryer to be available at reception. • Provision of a fit-for-purpose clothes hanging space. • Minimum of one drawer or shelf per guest • Acceptable quality window dressings must be provided. • All are of an acceptable quality and condition throughout. • All linen must be of an acceptable quality and be clean. • Two sheets, one pillow per sleeping position with pillow case, a blanket and a bedspread OR one sheet and duvet with duvet cover per bed. • Spare bedding and one extra pillow to be available on request. • Minimum dimensions for a standard single bed: L180cm x W90cm. • Minimum dimensions for a standard double bed: L180cm x W137cm. • Good quality mattress. • One bedside light per sleeping position. In a twin room, one light between two beds is acceptable. • Acceptable/Good quality lighting for the room • An international multi-power point/plug is available on request. • Tea and coffee available in a common area. • Iron and ironing board advertised as available. • All bedrooms with sufficient space to allow guests freedom of movement around all furniture and fittings including sofa beds. There should be no restriction of free movement. Doors and drawers must be able to open and close easily without having to move furniture. <p>Bathrooms</p> <ul style="list-style-type: none"> • Bathroom facilities should be en-suite. If not, exclusive use of bathroom facilities per room is mandatory. • Bathrooms to have a WC (toilet), a hand basin and a bath or a shower. (Shower over bath is also acceptable). • Shower curtains are acceptable. Must be free of stains, tears, holes and mould. • Good maintenance and condition of fixtures and fittings. • A hook for clothes. • An acceptable quality clean, absorbent hand and bath towel should be provided per person. • Acceptable lighting and ventilation coverage across all areas of the bathroom. <p>Shared areas</p> <ul style="list-style-type: none"> • Functional decor but limited co-ordination. • Acceptable appearance, maintenance and condition. <p>Dining areas</p>
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	<ul style="list-style-type: none"> Continental breakfast provided with an acceptable range of cereals, bread and condiments. <p>General services and service</p> <ul style="list-style-type: none"> A designated meet and greet area with a representative on call. An afterhours key service must be provided. Iron and ironing board must be available on request. Breakfast is provided and dinner is served at the discretion of the host, or alternative arrangements are made to provide this service. <p>Housekeeping service</p> <ul style="list-style-type: none"> All bed linen, including duvet covers, changed at least every 5 days and for each new guest. All bathroom linen changed maximum every 3 days or on request.
	<p>Building exterior</p> <ul style="list-style-type: none"> Good appearance/Maintenance/Condition. Minor maintenance issues may be present i.e. natural weathering to building exterior. Grounds and gardens well-maintained, kept tidy and safe. Adequate and functional garden furniture provided in garden area for guests use. Provision of adequate, fit for purpose, on site and/or designated parking areas, which have to be tidy, well maintained, clearly defined and well lit with clear signage. <p>Bedrooms</p> <ul style="list-style-type: none"> Means of securing bedroom doors from the inside and outside of the bedroom. Safety deposit facility available on request. Good quality and condition in the standard of furniture, furnishings, fittings and décor. A functional remote controlled colour television with multi channels should be provided in each room; or a communal facility should be provided in the residents' lounge. A hairdryer to be available at reception. Provision of a fit-for-purpose clothes hanging space. Minimum of one drawer or shelf per guest Good quality window dressings must be provided. All are of a good quality and condition throughout. All linen must be of a good quality and clean. Two sheets, one blanket and a bedspread OR one/two sheets and duvet with cover per bed. One good quality pillow per sleeping position on the bed. One good quality spare pillow in the bedroom. Additional bedding and pillows to be available on request. Minimum dimensions for a standard single bed: L180cm x W90cm. Minimum dimensions for a standard double bed: L180cm x W137cm. Good quality mattress One bedside light per sleeping position. In a twin room, one light between two beds is acceptable.

	<ul style="list-style-type: none"> • Acceptable/Good quality lighting for the room • An international multi-power point/plug is available on request. • Tea and coffee available in a common area. • Iron and ironing board advertised as available. • All bedrooms with sufficient space to allow guests freedom of movement around all furniture and fittings including sofa beds. There should be no restriction of free movement. Doors and drawers must be able to open and close easily without having to move furniture. <p>Bathrooms</p> <ul style="list-style-type: none"> • Bathroom facilities should be en-suite. If not, exclusive use of bathroom facilities per room is mandatory. • Bathrooms to have a WC (toilet), a hand basin and a bath or a shower. (Shower over bath is also acceptable). • Shower curtains are acceptable. Must be free of stains, tears, holes and mould. • Good maintenance and condition of fixtures and fittings. • A hook for clothes. • A good quality clean, absorbent hand and a bath towel provided per person. • Good lighting coverage and ventilation across all areas of the bathroom. • Good quality shampoo provided. • Very good quality shampoo and tissues provided. <p>Shared areas</p> <ul style="list-style-type: none"> • Functional decor but limited co-ordination. • Good appearance, maintenance and condition. <p>Dining areas</p> <ul style="list-style-type: none"> • A set menu for breakfast is acceptable with minimum choice of two hot items plus continental breakfast option. <p>General services and service</p> <ul style="list-style-type: none"> • Reception must be available for guest check-in with minimal delay. Hours of operation for reception are to be displayed in a prominent position indicating contact information. • Iron and ironing board must be available on request. • Breakfast is provided and dinner is served at the discretion of the host, or alternative arrangements are made to provide this service. <p>Housekeeping service</p> <ul style="list-style-type: none"> • All bed linen, including duvet covers, changed at least every 5 days and for each new guest. • All bathroom linen changed maximum every 3 days or on request.
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**Building exterior**

- Very good appearance/Maintenance/Condition.
- No obvious maintenance issues.
- Grounds and gardens attractively maintained, kept tidy and safe.
- Good quality and functional garden furniture provided in garden area for guests use.
- Provision of adequate, fit for purpose, on site and/or designated parking areas, which have to be tidy, in very good condition, clearly defined and well lit with clear signage.

Bedrooms

- Means of securing bedroom doors from the inside and outside of the bedroom. Secondary security device to be provided where bedrooms have direct external access.
- In-room safe required.
- Very good quality and condition in the standard of furniture, furnishings, fittings and décor.
- If the establishment has more than 5 rooms, ALL rooms must have a television. If the establishment has 5 rooms or less, one TV in a communal area is acceptable.
- A hairdryer to be available in each room.
- Provision of a fit-for-purpose clothes hanging space.
- Minimum of one drawer or shelf per guest
- Very good quality window dressings must be provided.
- All are of a very good quality and condition throughout.
- All linen must be of a very good quality and clean.
- Two sheets, one blanket and a bedspread OR one/two sheets and duvet with cover per bed.
- Two very good quality pillows per sleeping position, with spare pillows available on request.
- Spare bedding and extra pillow to be available on request.
- Minimum dimensions for a standard single bed: L180cm x W90cm.
- Minimum dimensions for a standard double bed: L180cm x W137cm.
- Very good quality mattresses
- Secure headboard or equivalent on all permanent beds.
- Bed bases to be of very good quality.
- One bedside light per sleeping position. In a twin room, one light between two beds is acceptable.
- Very good quality lighting for the room
- An international multi-power point/plug is available on request.
- Tea and coffee making facilities provided in all rooms. Adequate crockery and cutlery should be provided for each guest in the room. An electric kettle must also be available. Complimentary sachets of tea, coffee and sugar (at least two sachets per guest per day) are required. Adequate preparation space located near a dedicated power point in the bedroom is required. Preparation space and power point in the bathroom is not acceptable.

	<ul style="list-style-type: none"> • Local Tourism Information and Entertainment Guide. • Information on surrounding restaurants and take-away menus. • Bedrooms must have a very good amount of space allowing for ease of movement and relaxation. <p>Bathrooms</p> <ul style="list-style-type: none"> • Bathroom facilities should be en-suite. If not, exclusive use of bathroom facilities per room is mandatory. • Bathrooms to have a WC (toilet), a hand basin and a bath or a shower. (Shower over bath is also acceptable). • Shower curtains are acceptable. Must be free of stains, tears, holes and mould. • Good maintenance and condition of fixtures and fittings. • A hook for clothes. • A very good quality, clean, absorbent hand and a bath towel provided per person. • Very good lighting coverage and ventilation across all areas of the bathroom. • Good quality shampoo provided. • Very good quality shampoo and tissues provided. <p>Shared areas</p> <ul style="list-style-type: none"> • Good overall impression. Decoration is simple and effective. • Very good interior design and overall impression. Some use of objects of interest and artwork. • Very good appearance, maintenance and condition. • Excellent appearance, maintenance and condition. <p>Dining areas</p> <ul style="list-style-type: none"> • A good range of hot and cold items offered for breakfast. (Hot breakfast should include a minimum of 6 items; cold breakfast should include cereals, breads, cold meats, fruit and cheese) • Guests are offered a wide choice of how their eggs are cooked; including fried, poached, boiled and scrambled. <p>General services and service</p> <ul style="list-style-type: none"> • Reception must be available for guest check-in with minimal delay. Hours of operation for reception are to be displayed in a prominent position indicating contact information. • A limited laundry service is provided for a minimum of 3 days a week. • Laundry bags are to be provided to guests either in the room or at reception with an indication of the days the service is available. • Breakfast is provided and dinner is served at the discretion of the host, or alternative arrangements are made to provide this service. <p>Housekeeping service</p> <ul style="list-style-type: none"> • All bed linen, including duvet covers changed at least every 3 days and for each new guest. • All bathroom linen changed daily.
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**Building exterior**

- Excellent appearance/Maintenance/Condition.
- No maintenance issues. The establishment has an attractive and inviting impression.
- Grounds and gardens well maintained and excellent appearance all year round in respect of seasonality.
- Well-finished and excellent quality garden furniture provided in garden areas for guests use.
- Provision of adequate, fit for purpose, on site and/or designated parking areas, which have to be tidy, in excellent condition, clearly defined and well lit with clear signage.

Bedrooms

- Means of securing bedroom doors from the inside and outside of the bedroom. Secondary security device to be provided where bedrooms have direct external access.
- In-room electronic safe required.
- Excellent quality and condition in the standard of furniture, furnishings, fittings and décor.
- An appropriate, fit for purpose chair at the dressing table or desk must be provided.
- All rooms must have a functional remote controlled flat screen television with an outstanding choice of channels
- A hairdryer to be available in each room.
- Provision of adequate hanging space to accommodate full length clothing. This should also accommodate for additional pillows, blankets, etc.
- Excellent/Outstanding level of drawer or shelf space per guest (minimum 2 drawers or enclosed shelves per guest).
- Purpose-built luggage stand to be provided per room. Additional luggage stand for more than one guest.
- Excellent quality window dressings must be provided.
- Window coverings must provide full block out.
- All are of an excellent quality and condition throughout.
- All linen must be of an excellent quality and be well laundered.
- Two sheets, one blanket and a bedspread OR two sheets and duvet with a cover per bed.
- Two excellent quality pillows per sleeping position with an additional pillow and blanket in the room. Special requirement pillows should be available on request.
- Minimum bed dimensions: Queen L200cm x W152cm.
- Minimum bed dimensions: King L200cm x W180cm or two single beds of L200cm x 90cm.
- Minimum bed dimensions: Single L200cm x 90cm.
- Secure headboard or equivalent on all permanent beds.
- Excellent/Outstanding quality mattresses.
- If using a divan bed set, the sprung base must be upholstered or have a valance on the base. Bases to be visually attractive and of excellent / outstanding quality.
- One bedside light per sleeping position with switches conveniently placed within reach of the guests

	<p>sleeping position.</p> <ul style="list-style-type: none"> • Two bedside lights in a twin-bedded room. • Provision of direct lighting at dressing table/desk. • Excellent/Outstanding quality lighting for the room • An international multi-power point/plug in each room. • An additional well lit mirror at the dressing table area in close proximity to the plug point is also required. • Tea and coffee making facilities provided in all rooms. Adequate crockery and cutlery should be provided for each guest in the room. An electric kettle must also be available. Complimentary sachets of tea, coffee and sugar (at least two sachets per guest per day) are required. Adequate preparation space located near a dedicated power point in the bedroom is required. Preparation space and power point in the bathroom is not acceptable. • Local Tourism Information and Entertainment Guide. • Information on surrounding restaurants and take-away menus. • Laundry/pressing/dry cleaning service where available. • Iron and ironing board advertised as available. • Instructions on how to use the television (where provided) and heating/cooling system. • Bedrooms must have a well-planned layout to ensure the room is quite spacious, allowing ease of movement, comfort and relaxation. • Greater space would be expected where temporary beds or sofa beds are used. <p>Bathrooms</p> <ul style="list-style-type: none"> • Bathroom facilities must be en-suite. • Bathrooms to have a WC (toilet), a single vanity with hand basin and a bath or shower (Shower over the bath is acceptable) • Shower must have a screen (shower curtains are not acceptable). • Bathrooms must have a lockable door. • Excellent maintenance and condition of fixtures and fittings (i.e. no cracks, chips, stains or discolouration). • Hook for clothes. • An excellent quality clean, absorbent face cloth, hand towel and a bath sheet provided per person. • Excellent lighting coverage and ventilation across all areas of the bathroom. Direct frontal lighting to be provided at all washbasins. • Excellent quality wrapped soap provided per guest. • Comprehensive personal amenities including tissues, shower cap, shampoo, conditioner, shower gel and body lotion. <p>Shared areas</p> <ul style="list-style-type: none"> • Good overall impression. Decoration is simple and effective. • Very good interior design and overall impression. Some use of objects of interest and artwork.
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	<ul style="list-style-type: none"> • Very good appearance, maintenance and condition. • Excellent appearance, maintenance and condition. <p>Dining areas</p> <ul style="list-style-type: none"> • An extensive range of hot and cold items provided for breakfast and presented in an attractive manner with an emphasis on homemade components • Provision made for a variety of dietary requirements, e.g.: Kosher, Halaal, diabetic, vegetarian, etc. <p>General services and service</p> <ul style="list-style-type: none"> • Reception must be available for guest check-in with minimal delay. Hours of operation for reception are to be displayed in a prominent position indicating contact information. • Laundry services are provided for a minimum of 5 days per week. • Laundry bags are to be provided to guests in the room with an indication of the days the service is available. • Table service is provided at breakfast and at dinner if served. • Proactive table service for meals and beverages. • Staff demonstrate excellent levels of food, beverage and wine product (if applicable) knowledge and service skills. <p>Housekeeping service</p> <ul style="list-style-type: none"> • All bed linen, including duvet covers, changed at least every 3 days and for each new guest. • All bathroom linen changed daily.
	<p>Building exterior</p> <ul style="list-style-type: none"> • Outstanding appearance/Maintenance/Condition. • No maintenance issues. The establishment has an attractive and inviting impression that creates a sense of luxury • Grounds and gardens in pristine condition with attention to detail, including landscaping, driveways and architectural features, e.g. gazebo, pergola, summerhouse etc. • Well-finished and outstanding quality garden furniture provided in all garden areas for guests use. • Provision of adequate, fit for purpose, on site and/or designated parking areas, which have to be tidy, in outstanding condition, clearly defined and well lit with clear signage. <p>Bedrooms</p> <ul style="list-style-type: none"> • Means of securing bedroom doors from the inside and outside of the bedroom. Secondary security device to be provided where bedrooms have direct external access. • In-room electronic safe required. • Outstanding quality and condition in the standard of furniture, furnishings, fittings and décor. • Chairs to seat the number of people per room that are appropriate and fit for purpose, given the quality star grading on offer. • All rooms must have a functional remote controlled flat screen television with an outstanding choice of

	<p>channels</p> <ul style="list-style-type: none"> • A hairdryer to be available in each room. • Provision of adequate hanging space to accommodate full length clothing. This should also accommodate for additional pillows, blankets, etc. • Excellent/Outstanding level of drawer or shelf space per guest (minimum 2 drawers or enclosed shelves per guest). • Purpose-built luggage stands to be provided per room. Additional luggage stand for more than one guest. • Outstanding quality window dressings must be provided. • Window coverings must provide full block-out. • All are of an outstanding quality and condition throughout. • All linen must be of an outstanding quality and be immaculately laundered. • Two sheets and duvet with duvet cover per bed. • Two outstanding quality pillows per sleeping position with an additional pillow and blanket in the room. Special requirement pillows should be available on request. • Other outstanding quality spare bedding and pillows should be available on request. • Minimum bed dimensions: Queen L200cm x W152cm. • Minimum bed dimensions: King L200cm x W180cm or two single beds of L200cm x 90cm. • Minimum bed dimensions: Single L200cm x 90cm. • Secure headboard or equivalent on all permanent beds. • Excellent/Outstanding quality mattresses. • If using a divan bed set, the sprung base must be upholstered or have a valance on the base. Bases to be visually attractive and of excellent / outstanding quality. • One bedside light per sleeping position with switches conveniently placed within reach of the guests sleeping position. • Two bedside lights in a twin-bedded room. • Provision of direct lighting at dressing table/desk. • Excellent/Outstanding quality lighting for the room • An international multi-power point/plug in each room. • An additional well-lit mirror at the dressing table area in close proximity to the plug point is also required. • Tea and coffee making facilities provided in all rooms. Adequate crockery and cutlery should be provided for each guest in the room. An electric kettle must also be available. Complimentary sachets of tea, coffee and sugar (at least two sachets per guest per day) are required. Adequate preparation space located near a dedicated power point in the bedroom is required. Preparation space and power point in the bathroom is not acceptable. • Local Tourism Information and Entertainment Guide. • Information on surrounding restaurants and take-away menus.
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	<ul style="list-style-type: none"> • Laundry/pressing/dry cleaning service where available. • Iron and ironing board advertised as available. • Instructions on how to use the television (where provided) and heating/cooling system. • Bedrooms must have a well-planned layout to ensure the room is very spacious, allowing generous ease of movement, comfort, dining and relaxation. • Greater space would be expected where temporary beds or sofa beds are used. <p>Bathrooms</p> <ul style="list-style-type: none"> • Bathroom facilities must be en-suite. • Bathrooms to have a WC (toilet), hand basin, a bath and a separate shower. • Shower screens/walls must be used. Shower curtain not acceptable. • Outstanding maintenance and condition of fixtures and fittings (i.e. no cracks, chips, stains or discolouration). • A minimum of two separate hooks for clothes must be provided. • An outstanding quality clean, absorbent face cloth, hand towel bath sheet and bath robe provided per person. Bath robe changed when required. • Outstanding lighting coverage and ventilation across all areas of the bathroom. Direct frontal lighting to be provided at all washbasins. • Outstanding quality wrapped soap provided for each new guest. • Comprehensive personal amenities including tissues, shower cap, shampoo, conditioner, shower gel and body lotion. <p>Shared areas</p> <ul style="list-style-type: none"> • Outstanding interior design and overall impression. Professional finish to all aspects of decoration. Interesting architectural features, objects of interest, artwork and objects d'art. • Outstanding appearance, maintenance and condition. <p>Dining areas</p> <ul style="list-style-type: none"> • An extensive range of hot and cold items provided for breakfast and presented in an attractive manner with an emphasis on homemade components • Provision made for a variety of dietary requirements, e.g.: Kosher, Halaal, diabetic, vegetarian, etc. <p>General services and service</p> <ul style="list-style-type: none"> • A clearly designated area, spacious and impressive entrance foyer or lobby. A representative must be available 24 hours a day. • Laundry services are provided for a minimum of 5 days per week. • Laundry bags are to be provided to guests in the room with an indication of the days the service is available. • Table service is provided at breakfast and at dinner if served. • Proactive table service for meals and beverages.
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	<ul style="list-style-type: none"> • Staff demonstrate excellent levels of food, beverage and wine product (if applicable) knowledge and service skills. Housekeeping service <ul style="list-style-type: none"> • All bed linen, including duvet covers, changed at least every 2 days and for each new guest. • All bathroom linen changed daily.
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Source: Adapted from the Tourism Grading Council of South Africa (2011:1-19)

Appendix C

- Data collection instrument -

Resp. no.

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DATA COLLECTION INSTRUMENT

Online marketing communication tools of guest houses in Pretoria East

Dear Respondent

Thank you for your willingness to complete a survey on the online marketing communication tools of guest houses in Pretoria East. The purpose of the survey is to find out more about your guest house and to identify all the communication tools which guest houses utilise in the Pretoria East area. The survey should not take more than **10 minutes** to complete. This is an anonymous and confidential survey. The answers you provide will be used for research purposes only.

Please answer all the questions by ticking in the appropriate block.

There are no right or wrong answers. We are interested in finding out which marketing communication tools your guest house uses.

Section A: Marketing communication tools of guest house

1. Who is responsible for the marketing activities within the guest house? *(Please tick **one** option only.)*

Outsourced activity	1
Owner/manager	2
Other (Please specify)	3

2. Please rank five methods (on a scale from 1-5 where 1 is the most frequently used method and 5 the least) most frequently used to market your guest house? Please indicate the marketing effectiveness of each of these five methods with a percentage out of a 100 in the last column (e.g. word-of-mouth is 80% effective in marketing my business).

	Rating	Effectiveness in %
Brochures		
Word-of-mouth		
Referrals from other guest houses in the area		
Membership of local associations		
Newspaper advertisements		
Travel magazines		
Print advertising in guidebooks		
Yellow pages		
Flyers		
Local chamber of commerce		

Sponsorships		
Promotional gifts		
Sending direct mail via the post		
Inviting travel writers to stay		
Loyalty cards and competitions		
Radio advertisements		
Television advertisements		
Other (Please specify)		

3. How frequently do you use the following online marketing communication tools to market your guest house? *(Please read each statement carefully and then indicate the usage frequency associated with each individual statement.)*

		Never	Rarely	Sometimes	Often	Do not know
3.1	Guest house website	1	2	3	4	5
3.2	Online travel reviews (Tripadvisor.com)	1	2	3	4	5
3.3	Social networking (Facebook, Twitter, MySpace)	1	2	3	4	5
3.4	Virtual tour	1	2	3	4	5
3.5	Branded e-mail	1	2	3	4	5
3.6	Sending SMS's & MMS's via the internet	1	2	3	4	5
3.7	Sending e-mail advertisements	1	2	3	4	5
3.8	Sending e-mails (sales promotion)	1	2	3	4	5
3.9	Newsletter on the website	1	2	3	4	5
3.10	Newsletters sent via e-mail	1	2	3	4	5
3.11	Online business directories such as yellowpages.com	1	2	3	4	5
3.12	Online newspaper advertisements	1	2	3	4	5
3.13	Competitions on Facebook	1	2	3	4	5
3.14	Online press	1	2	3	4	5
3.15	Search Engine Optimisation	1	2	3	4	5
3.16	Website version for mobile phones	1	2	3	4	5
3.17	YouTube, Flickr and Slideshare	1	2	3	4	5
3.18	Banner advertisements	1	2	3	4	5
3.19	Blogs	1	2	3	4	5

		Never	Rarely	Sometimes	Often	Do not know
3.20	Wikipedia	1	2	3	4	5
3.21	Online publishers focused at non-journalist markets	1	2	3	4	5

Section B: Guest house website

4. Please indicate the role you think online marketing will play in the marketing activities of your guest house in the next three years? *(Please tick **one** option only that you agree with.)*

Rapidly decreasing	Decreasing	Same	Increasing	Rapidly increasing
1	2	3	4	5

5. Do you have a website address (domain name) for your guest house?

1 Yes	2 No
↓ Go to Q10	↓ Please go to Q17

6. How is your website designed?

I designed the website myself	1
I outsourced a business to do it for me	2

7. The language of the content on your website is?

In more than one language	1
In one language	2

8. Does the website have multimedia content (pictures and other graphic content)?

1 Yes	2 No
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9. Does your website have links to other complementary services, such as airlines, car hire etc.?

1 Yes	2 No
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10. Does your website have links to social networking sites, such as Facebook, Twitter etc.?

1 Yes	2 No
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11. Does your website have interactivity tools, such as a guest book?

1 Yes	2 No
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12. When last was your website updated?

During this year	1
Last year	2
2 years ago	3
3 years ago	4
More than 3 years ago	5

Section C: Specific guest house details

13. How many rooms does your guest house have? (*Please fill in the amount of rooms on the line provided below.*)

_____ Rooms

14. What is the average occupancy level of your guest house per year? (*Please fill in an estimated % of occupancy level per year, in the block provided below.*)

	%
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15. Which facilities and services do you offer to the guests? (*Please tick **all** the options that apply.*)

Bar facility	
Breakfast	
Business meeting room	
Dinner	
Lecture room	
Modern conveniences in rooms	
Shuttle services	
Small conference facility	
Spa facility	
Wellness centre	
Wi-Fi	
Other (Please specify)	

16. For what reason do the majority of your guests travel? (*Please tick only **one** option.*)

Business	1
Leisure	2
Both	3

17. Are you a member of any local tourism/hospitality association?

1 Yes	2 No
↓ Go to Q22	↓ Go to Q23

18. Which of the following associations is your guest house a member of? (*Please tick **all** the options that apply.*)

Federated Hospitality Association of Southern Africa (FEDHASA)	
Guest House Association of South Africa (GHASA)	
National Accommodation Association (NAA)	
Tshwane Tourism Association and Guest Houses Association of Tshwane-Pretoria East (GATE)	
Other (Please specify)	

19. Is your guest house star-graded according to the Tourism Grading Council of South Africa (TGCSA)?

1 Yes	2 No
↓ Go to Q24	↓ Go to Q25

20. How many stars is your guest house graded with? (*Please tick **one** option only.*)

5 star	1
4 star	2
3 star	3
2 star	4
1 star	5

21. Has your guest house received any award in a local or national accommodation competition in the past year?

Yes ¹	No ²
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Thank you for completing the survey.

Your assistance is appreciated.

Appendix D

- Frequency tables of descriptive statistics -

Table D1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	2.9	2.9	2.9
	3	1	2.9	2.9	5.7
	4	4	11.4	11.4	17.1
	5	4	11.4	11.4	28.6
	6	4	11.4	11.4	40.0
	7	3	8.6	8.6	48.6
	8	5	14.3	14.3	62.9
	9	2	5.7	5.7	68.6
	10	1	2.9	2.9	71.4
	11	3	8.6	8.6	80.0
	12	1	2.9	2.9	82.9
	13	1	2.9	2.9	85.7
	14	1	2.9	2.9	88.6
	15	1	2.9	2.9	91.4
	16	1	2.9	2.9	94.3
	17	1	2.9	2.9	97.1
	18	1	2.9	2.9	100.0
	Total	35	100.0	100.0	

Table D2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	40	5	14.3	14.3	14.3
	48	1	2.9	2.9	17.1
	50	3	8.6	8.6	25.7
	55	3	8.6	8.6	34.3
	60	2	5.7	5.7	40.0
	68	1	2.9	2.9	42.9
	70	5	14.3	14.3	57.1
	75	2	5.7	5.7	62.9
	80	8	22.9	22.9	85.7
	85	2	5.7	5.7	91.4
	90	1	2.9	2.9	94.3
	95	1	2.9	2.9	97.1
	97	1	2.9	2.9	100.0
	Total	35	100.0	100.0	

Table D3.1: Bar facility

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0	23	65.7	65.7	65.7
1	12	34.3	34.3	100.0
Total	35	100.0	100.0	

Table D3.2: Breakfast

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0	4	11.4	11.4	11.4
1	31	88.6	88.6	100.0
Total	35	100.0	100.0	

Table D3.3: Business meeting room

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0	21	60.0	60.0	60.0
1	14	40.0	40.0	100.0
Total	35	100.0	100.0	

Table D3.4: Dinner

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0	11	31.4	31.4	31.4
1	24	68.6	68.6	100.0
Total	35	100.0	100.0	

Table D3.5: Lecture room

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0	27	77.1	77.1	77.1
1	8	22.9	22.9	100.0
Total	35	100.0	100.0	

Table D3.6: Modern conveniences in room

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0	3	8.6	8.6	8.6
1	32	91.4	91.4	100.0
Total	35	100.0	100.0	

Table D3.7: Shuttle services

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	7	20.0	20.0	20.0
	1	28	80.0	80.0	100.0
	Total	35	100.0	100.0	

Table D3.8: Small conference facility

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	21	60.0	60.0	60.0
	1	14	40.0	40.0	100.0
	Total	35	100.0	100.0	

Table D3.9: Spa facility

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	31	88.6	91.2	91.2
	1	3	8.6	8.8	100.0
	Total	34	97.1	100.0	
Missing	System	1	2.9		
	Total	35	100.0		

Table D3.10: Wellness centre

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	32	91.4	94.1	94.1
	1	2	5.7	5.9	100.0
	Total	34	97.1	100.0	
Missing	System	1	2.9		
	Total	35	100.0		

Table D3.11: Wi-Fi

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	5	14.3	14.3	14.3
	1	30	85.7	85.7	100.0
	Total	35	100.0	100.0	

Table D3.12:Other

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	7	20.0	20.0	20.0
Beautiful garden and swimming pool	1	2.9	2.9	22.9
Beautiful garden, laundry	1	2.9	2.9	25.7
Beautiful garden, laundry, braai and lapa, swimming pool	1	2.9	2.9	28.6
Chapel and wedding venue, beautiful garden, laundry services	1	2.9	2.9	31.4
Cinema, special requests catered for, laundry, beautiful garden, braai facilities, swimming pool	1	2.9	2.9	34.3
Garden with braai, swimming pool, fully-equipped kitchen	1	2.9	2.9	37.1
Hair salon, beautiful garden, braai facilities, laundry	1	2.9	2.9	40.0
Iron and ironing board, hairdryer, mini safe, mini fridge with complimentary water	1	2.9	2.9	42.9
Laundry facilities and swimming pool	1	2.9	2.9	45.7
Laundry facilities, swimming pool beautiful garden, lapa with a braai, fridges with mini bars	1	2.9	2.9	48.6
Laundry, beautiful garden, braai area	1	2.9	2.9	51.4
Laundry, beautiful garden, swimming pool, braai area	1	2.9	2.9	54.3
Laundry, fridges and microwaves in rooms	1	2.9	2.9	57.1
Laundry, fridges and microwaves in rooms, rooms with patios	1	2.9	2.9	60.0
Laundry, garden, swimming pool, braai facilities	1	2.9	2.9	62.9
Laundry, special requests, jacuzzi, swimming pool, braai facility	1	2.9	2.9	65.7
Laundry, swimming pool and beautiful garden	1	2.9	2.9	68.6
Laundry, swimming pool and beautiful garden, patio and braai facilities in each room	1	2.9	2.9	71.4
Lounge, can print and fax for guests, laundry	1	2.9	2.9	74.3
Mini honesty bars in rooms, big parking area	1	2.9	2.9	77.1

Offers tours	1	2.9	2.9	80.0
Relaxation area, sauna, jacuzzi, beautiful garden, boma braai area, restaurant, laundry	1	2.9	2.9	82.9
Small function venue, laundry, swimming pool, outside jacuzzi and beautiful garden	1	2.9	2.9	85.7
Spa baths, beautiful garden, horse rides, swimming pool, bird watching, practice green	1	2.9	2.9	88.6
Swimming pool and lapa	1	2.9	2.9	91.4
Swimming pool and lapa with braai, laundry facilities	1	2.9	2.9	94.3
Telkom landline and braai area	1	2.9	2.9	97.1
View onto the golf course, golf course, jacuzzi, tennis and squash, fireplace and braai	1	2.9	2.9	100.0
Total	35	100.0	100.0	

Table D4

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	21	60.0	60.0	60.0
2	2	5.7	5.7	65.7
3	12	34.3	34.3	100.0
Total	35	100.0	100.0	

Table D5

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	24	68.6	68.6	68.6
2	11	31.4	31.4	100.0
Total	35	100.0	100.0	

Table D6.1: FEDHASA

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0	15	42.9	62.5	62.5
1	9	25.7	37.5	100.0
Total	24	68.6	100.0	
Missing System	11	31.4		
Total	35	100.0		

Table D6.2: GHASA

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	13	37.1	54.2	54.2
	1	11	31.4	45.8	100.0
	Total	24	68.6	100.0	
Missing	System	11	31.4		
	Total	35	100.0		

Table D6.3: NAA

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	9	25.7	37.5	37.5
	1	15	42.9	62.5	100.0
	Total	24	68.6	100.0	
Missing	System	11	31.4		
	Total	35	100.0		

Table D6.4: GATE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	6	17.1	25.0	25.0
	1	18	51.4	75.0	100.0
	Total	24	68.6	100.0	
Missing	System	11	31.4		
	Total	35	100.0		

Table D6.5: Other

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		29	82.9	82.9	82.9
	Chambers Accommodation and Tourism, Bed and Breakfast Association of Pretoria/Tshwane (BBAPT)	2	5.8	5.8	88.6
	Tshwane Tourism Association (TTA)	4	11.4	11.4	100.0
	Total	35	100.0	100.0	

Table D7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	24	68.6	68.6	68.6
	2	11	31.4	31.4	100.0
	Total	35	100	100	

Table D8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	2	5.7	8.3	8.3
	2	14	40.0	58.4	66.7
	3	8	22.9	33.3	100.0
	Total	24	68.6	100.0	
Missing	System	11	31.4		
	Total	35	100.0		

Table D9

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	2.9	2.9	2.9
	2	34	97.1	97.1	100.0
	Total	35	100.0	100.0	

Table D10.1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	4	11.4	11.4	11.4
	2	31	88.6	88.6	100.0
	Total	35	100.0	100.0	

Table D10.2: Other option

	Frequency	Percent
Missing System	35	100.0

Table D11.1: Brochures Rating

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	2.9	5.0	5.0
	2	9	25.7	45.0	50.0
	3	7	20.0	35.0	85.0
	4	2	5.7	10.0	95.0
	5	1	2.9	5.0	100.0
	Total	20	57.1	100.0	
Missing	System	15	42.9		
	Total	35	100.0		

Table D11.2: Word-of-Mouth Rating

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	32	91.4	91.4	91.4
	2	3	8.6	8.6	100.0
	Total	35	100.0	100.0	

Table D11.3: Referrals from other guest houses in the area Rating

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	2.9	3.3	3.3
	2	15	42.9	50.0	53.3
	3	9	25.7	30.0	83.3
	4	5	14.3	16.7	100.0
	Total	30	85.7	100.0	
Missing	System	5	14.3		
	Total	35	100.0		

Table D11.4: Membership of local associations Rating

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	2.9	6.3	6.3
	2	3	8.6	18.8	25.0
	3	3	8.6	18.8	43.8
	4	6	17.1	37.5	81.3
	5	3	8.6	18.8	100.0
	Total	16	45.7	100.0	
Missing	System	19	54.3		
	Total	35	100.0		

Table D11.5: Newspaper advertisements Rating

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5	2	5.7	100.0	100.0
Missing	System	33	94.3		
	Total	35	100.0		

Table D11.6: Travel magazines Rating

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	2.9	100.0	100.0
Missing	System	34	97.1		
	Total	35	100.0		

Table D11.7: Print advertising in guidebooks Rating

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	4	11.4	57.1	57.1
	4	1	2.9	14.3	71.4
	5	2	5.7	28.6	100.0
	Total	7	20.0	100.0	
Missing	System	28	80.0		
	Total	35	100.0		

Table D11.8: Yellow pages Rating

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	2.9	20.0	20.0
	3	2	5.7	40.0	60.0
	5	2	5.7	40.0	100.0
	Total	5	14.3	100.0	
Missing System		30	85.7		
Total		35	100.0		

Table D11.9: Flyers Rating

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	2	5.7	33.3	33.3
	4	3	8.6	50.0	83.3
	5	1	2.9	16.7	100.0
	Total	6	17.1	100.0	
Missing System		29	82.9		
Total		35	100.0		

Table D11.10: Local Chamber of Commerce Rating

	Frequency	Percent
Missing System	35	100.0

Table D11.11: Sponsorships Rating

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	1	2.9	25.0	25.0
	5	3	8.6	75.0	100.0
	Total	4	11.4	100.0	
Missing System		31	88.6		
Total		35	100.0		

Table D11.12: Promotional gifts Rating

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	1	2.9	33.3	33.3
	4	2	5.7	66.7	100.0
	Total	3	8.6	100.0	
Missing	System	32	91.4		
	Total	35	100.0		

Table D11.13: Sending direct mail via the post Rating

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	1	2.9	100.0	100.0
Missing	System	34	97.1		
	Total	35	100.0		

Table D11.14: Inviting travel writers to stay Rating

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	4	11.4	80.0	80.0
	5	1	2.9	20.0	100.0
	Total	5	14.3	100.0	
Missing	System	30	85.7		
	Total	35	100.0		

Table D11.15: Loyalty cards and other competitions Rating

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	2.9	100.0	100.0
Missing	System	34	97.1		
	Total	35	100.0		

Table D11.16: Radio advertisements Rating

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5	1	2.9	100.0	100.0
Missing	System	34	97.1		
	Total	35	100.0		

Table D11.17: Television advertisements Rating

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	1	2.9	100.0	100.0
Missing	System	34	97.1		
	Total	35	100.0		

Table D11.18: Other specify

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		28	80.0	80.0	80.0
	Branded shuttle	1	2.9	2.9	82.9
	Business cards	6	17.1	17.1	100.0
	Total	35	100.0	100.0	

Table D11.19: Other Rating

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	2	5.7	28.6	28.6
	4	2	5.7	28.6	57.1
	5	3	8.6	42.9	100.0
	Total	7	20.0	100.0	
Missing	System	28	80.0		
	Total	35	100.0		

Table D12.1: Brochures Effectiveness in Percentages

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	2.9	5.0	5.0
	5	2	5.7	10.0	15.0
	10	2	5.7	10.0	25.0
	20	1	2.9	5.0	30.0
	30	2	5.7	10.0	40.0
	40	1	2.9	5.0	45.0
	45	1	2.9	5.0	50.0
	50	5	14.3	25.0	75.0
	60	3	8.6	15.0	90.0
	70	1	2.9	5.0	95.0
	80	1	2.9	5.0	100.0
	Total	20	57.1	100.0	
Missing	System	15	42.9		
	Total	35	100.0		

Table D12.2: Word-of-Mouth Effectiveness in Percentages

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	10	1	2.9	2.9	2.9
	18	1	2.9	2.9	5.7
	40	1	2.9	2.9	8.6
	50	2	5.7	5.7	14.3
	60	2	5.7	5.7	20.0
	70	5	14.3	14.3	34.3
	80	12	34.3	34.3	68.6
	85	1	2.9	2.9	71.4
	90	8	22.9	22.9	94.3
	100	2	5.7	5.7	100.0
	Total	35	100.0	100.0	

**Table D12.3: Referrals from other guest houses in the area
Effectiveness in Percentages**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5	1	2.9	3.3	3.3
	10	5	14.3	16.7	20.0
	15	1	2.9	3.3	23.3
	20	3	8.6	10.0	33.3
	30	4	11.4	13.3	46.7
	40	1	2.9	3.3	50.0
	50	3	8.6	10.0	60.0
	60	5	14.3	16.7	76.7
	70	5	14.3	16.7	93.3
	75	2	5.7	6.7	100.0
	Total	30	85.7	100.0	
Missing	System	5	14.3		
	Total	35	100.0		

**Table D12.4: Membership of local associations
Effectiveness in Percentages**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	2.9	6.3	6.3
	2	1	2.9	6.3	12.5
	10	5	14.3	31.3	43.8
	30	4	11.4	25.0	68.8
	40	1	2.9	6.3	75.0
	45	1	2.9	6.3	81.3
	50	2	5.7	12.5	93.8
	60	1	2.9	6.3	100.0
	Total	16	45.7	100.0	
Missing	System	19	54.3		
	Total	35	100.0		

Table D12.5: Newspaper advertisements Effectiveness in Percentages

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	1	2.9	50.0	50.0
	10	1	2.9	50.0	100.0
	Total	2	5.7	100.0	
Missing	System	33	94.3		
	Total	35	100.0		

Table D12.6: Travel magazines Effectiveness in Percentages

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	30	1	2.9	100.0	100.0
	Missing	System	34	97.1	
	Total	35	100.0		

Table D12.7: Print advertising in guidebooks Effectiveness in Percentages

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	2.9	14.3	14.3
	5	3	8.6	42.9	57.1
	10	1	2.9	14.3	71.4
	30	2	5.7	28.6	100.0
	Total	7	20.0	100.0	
Missing	System	28	80.0		
	Total	35	100.0		

Table D12.8: Yellow pages Effectiveness in Percentages

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	2.9	20.0	20.0
	10	1	2.9	20.0	40.0
	20	1	2.9	20.0	60.0
	30	1	2.9	20.0	80.0
	50	1	2.9	20.0	100.0
	Total	5	14.3	100.0	
Missing	System	30	85.7		
	Total	35	100.0		

Table D12.9: Flyers Effectiveness in Percentages

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	1	2.9	16.7	16.7
	20	1	2.9	16.7	33.3
	40	1	2.9	16.7	50.0
	50	1	2.9	16.7	66.7
	60	1	2.9	16.7	83.3
	80	1	2.9	16.7	100.0
	Total	6	17.1	100.0	
Missing	System	29	82.9		
	Total	35	100.0		

Table D12.10: Local Chamber of Commerce Effectiveness in Percentages

	Frequency	Percent
Missing System	35	100.0

Table D12.11: Sponsorships Effectiveness in Percentages

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5	2	5.7	50.0	50.0
	60	1	2.9	25.0	75.0
	70	1	2.9	25.0	100.0
	Total	4	11.4	100.0	
Missing	System	31	88.6		
	Total	35	100.0		

Table D12.12: Promotional gifts Effectiveness in Percentages

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	10	1	2.9	33.3	33.3
	50	2	5.7	66.7	100.0
	Total	3	8.6	100.0	
Missing	System	32	91.4		
	Total	35	100.0		

**Table D12.13: Sending direct mail via the post
Effectiveness in Percentages**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	10	1	2.9	100.0	100.0
Missing	System	34	97.1		
	Total	35	100.0		

Table D12.14: Inviting travel writers to stay Effectiveness in Percentages

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5	2	5.7	40.0	40.0
	30	1	2.9	20.0	60.0
	70	2	5.7	40.0	100.0
	Total	5	14.3	100.0	
Missing	System	30	85.7		
	Total	35	100.0		

**Table D12.15: Loyalty cards and other competitions
Effectiveness in Percentages**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	95	1	2.9	100.0	100.0
Missing	System	34	97.1		
	Total	35	100.0		

Table D12.16: Radio advertisements Effectiveness in Percentages

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	50	1	2.9	100.0	100.0
Missing	System	34	97.1		
	Total	35	100.0		

Table D12.17: Television advertisements Effectiveness in Percentages

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	30	1	2.9	100.0	100.0
Missing	System	34	97.1		
	Total	35	100.0		

Table D12.18: Other Effectiveness in Percentages

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20	1	2.9	14.3	14.3
	40	1	2.9	14.3	28.6
	50	1	2.9	14.3	42.9
	55	1	2.9	14.3	57.1
	60	1	2.9	14.3	71.4
	70	1	2.9	14.3	85.7
	80	1	2.9	14.3	100.0
	Total	7	20.0	100.0	
Missing	System	28	80.0		
	Total	35	100.0		

Table D13.1: Guest house website

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	3	8.6	8.6	8.6
	3	1	2.8	2.8	11.4
	4	31	88.6	88.6	100.0
	Total	35	100.0	100.0	

Table D13.2: Online travel reviews

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	18	51.4	51.4	51.4
	2	5	14.3	14.3	65.7
	3	4	11.4	11.4	77.1
	4	8	22.9	22.9	100.0
	Total	35	100.0	100.0	

Table D13.3: Social networking

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	15	42.9	42.9	42.9
	2	3	8.6	8.6	51.4
	3	11	31.4	31.4	82.9
	4	6	17.1	17.1	100.0
	Total	35	100.0	100.0	

Table D13.4: Virtual tour

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	24	68.6	68.6	68.6
	2	3	8.6	8.6	77.1
	3	2	5.7	5.7	82.9
	4	6	17.1	17.1	100.0
	Total	35	100.0	100.0	

Table D13.5: Branded e-mail

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	11	31.4	31.4	31.4
	2	2	5.7	5.7	37.1
	3	2	5.7	5.7	42.8
	4	20	57.2	57.2	100.0
	Total	35	100.0	100.0	

Table D13.6: Sending SMS's & MMS's via the internet

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	27	77.1	77.1	77.1
	2	1	2.9	2.9	80.0
	3	1	2.9	2.9	82.9
	4	6	17.1	17.1	100.0
	Total	35	100.0	100.0	

Table D13.7: Sending e-mail advertisements

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	22	62.9	62.9	62.9
	2	3	8.6	8.6	71.4
	3	6	17.1	17.1	88.6
	4	4	11.4	11.4	100.0
	Total	35	100.0	100.0	

Table D13.8: Sending promotional e-mail

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	29	82.9	82.9	82.9
	2	3	8.6	8.6	91.4
	3	1	2.8	2.8	94.2
	4	2	5.7	5.7	100.0
	Total	35	100.0	100.0	

Table D13.9: Newsletter on the website

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	33	94.3	94.3	94.3
	3	2	5.7	5.7	100.0
	Total	35	100.0	100.0	

Table D13.10: Newsletter sent via e-mail

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	32	91.4	91.4	91.4
	2	1	2.9	2.9	94.3
	4	2	5.7	5.7	100.0
	Total	35	100.0	100.0	

Table D13.11: Online business directories

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	26	74.2	74.2	74.2
	2	3	8.6	8.6	82.9
	3	3	8.6	8.6	91.4
	4	3	8.6	8.6	100.0
	Total	35	100.0	100.0	

Table D13.12: Online newspaper advertisements

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	34	97.1	97.1	97.1
	2	1	2.9	2.9	100.0
	Total	35	100.0	100.0	

Table D13.13: Competitions on Facebook

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	35	100.0	100.0	100.0

Table D13.14: Online press

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	33	94.3	94.3	94.3
3	2	5.7	5.7	100.0
Total	35	100.0	100.0	

Table D13.15: Search Engine Optimisation

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	8	22.9	22.9	22.9
2	3	8.6	8.6	31.4
3	6	17.1	17.1	48.6
4	15	42.9	42.9	91.4
5	3	8.6	8.6	100.0
Total	35	100.0	100.0	

Table D13.16: Website version for mobile phones

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	30	85.7	85.7	85.7
4	4	11.3	11.3	97.0
5	1	2.9	2.9	100.0
Total	35	100.0	100.0	

Table D13.17: Content community

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	29	82.8	82.8	82.8
2	1	2.9	2.9	85.7
3	1	2.9	2.9	88.6
4	4	11.4	11.4	100.0
Total	35	100.0	100.0	

Table D13.18: Banner advertisements

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	32	91.3	91.3	91.3
	2	1	2.9	2.9	94.3
	3	1	2.9	2.9	97.1
	4	1	2.9	2.9	100.0
	Total	35	100.0	100.0	

Table D13.19: Blogs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	33	94.2	94.2	94.2
	3	1	2.9	2.9	97.1
	4	1	2.9	2.9	100.0
	Total	35	100.0	100.0	

Table D13.20:Wikipedia

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	32	91.3	91.3	91.3
	2	1	2.9	2.9	94.3
	3	2	5.8	5.8	100.0
	Total	35	100.0	100.0	

Table D13.21:Online publishers focused at non-journalist markets

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	33	94.2	94.2	94.2
	3	1	2.9	2.9	97.1
	5	1	2.9	2.9	100.0
	Total	35	100.0	100.0	

Table D14

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	2	5.7	5.7	5.7
	4	13	37.2	37.2	42.9
	5	20	57.1	57.1	100.0
	Total	35	100.0	100.0	

Table D15

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	32	91.4	91.4	91.4
2	3	8.6	8.6	100.0
Total	35	100.0	100.0	

Table D16

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	9	25.7	28.1	28.1
2	23	65.7	71.9	100.0
Total	32	91.4	100.0	
Missing System	3	8.6		
Total	35	100.0		

Table D17

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	3	8.6	9.4	9.4
2	29	82.9	90.6	100.0
Total	32	91.4	100.0	
Missing System	3	8.6		
Total	35	100.0		

Table D18

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	32	91.4	100.0	100.0
Missing System	3	8.6		
Total	35	100.0		

Table D19

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	6	17.1	18.8	18.8
2	26	74.3	81.2	100.0
Total	32	91.4	100.0	
Missing System	3	8.6		
Total	35	100.0		

Table D20

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	10	28.6	31.3	31.3
	2	22	62.9	68.7	100.0
	Total	32	91.4	100.0	
Missing	System	3	8.6		
	Total	35	100.0		

Table D21

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	9	25.7	28.1	28.1
	2	23	65.7	71.9	100.0
	Total	32	91.4	100.0	
Missing	System	3	8.6		
	Total	35	100.0		

Table D22

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	27	77.1	84.4	84.4
	2	1	2.9	3.1	87.5
	3	3	8.6	9.4	96.9
	5	1	2.9	3.1	100.0
	Total	32	91.4	100.0	
Missing	System	3	8.6		
	Total	35	100.0		

Table D23

Guest houses	Website address	Communication (area where the guests can ask questions)	Commerce (online booking link)
A1 Guest house	http://a1guesthouse.co.za/	2	1
Abafazi Guest House	http://abafazi.org/a/	1	1
Adagio Guest House	http://www.guesthouse-adagio.co.za/	2	2
Adam's Eden Guest House	http://www.adamseden.co.za/	2	2
Aluvi House	http://www.aluvi.co.za/index.html	2	2
Chateau Vue Guesthouse	http://www.chateauvue.co.za/	2	1
Constantia	http://www.constantialodge.co.za/	2	2
Constantia Manor Guest House	http://www.constantiamanor.com/wmenu.php	1	1
Cornerhouse on Conan	http://www.cornerhouseonconan.co.za/	1	2
De Zoete Inval Guest House	http://www.dezoete.co.za/index.html	1	1
Deo Gloria Guest House	http://www.deogloriaguesthouse.co.za/	2	2
Die Pastorie Guesthouse	http://www.pastorie.co.za/	1	2
Dinkwe Guest House	http://www.dinkweguesthouse.com/	1	1
Fa' Trez Guest House & Day Spa	http://www.fatrezguesthouse.co.za/	1	1
Glen Marion Guest House	http://www.glenmarion.co.za/	1	1
Janri Guest house	http://www.janri.net/	2	1
MacGregors Guesthouse	http://www.macgregors.co.za/	2	2
Mountain Manor Guest House	http://www.mountainmanorguesthouse.co.za/	1	1
Murrayfield Villa Guest House	http://www.murrayfieldvilla.com/	1	1
N&A Guest House	http://www.pretoriaselfcatering.net/77-general/68-pretoria-self-catering	1	1
Opikopi Guest House	http://www.opikopi.co.za/	1	1
Oxnead Guest House	http://www.oxnead.co.za/	2	2
Peter's Guesthouse	http://www.petersguesthouse.co.za/	2	1

Silver Palms	http://www.silverpalms.co.za/	1	1
Swallows Rest Guest House	http://www.swallowsrest.co.za/contactus.html	2	2
TC's on Lynnwood Guesthouse	http://www.tcsguesthouse.co.za/	1	1
The Pillow and Spoon Guest House	http://www.pillowandspoon.co.za/	2	1
The Willows Guest House	www.wilgerslodge.co.za	1	1
The Woodpecker Inn	http://www.thewoodpeckerinn.co.za/	1	1
Ula Guesthouse	http://www.ulaguesthouse.co.za/	2	1
Villa La Ve guesthouse	http://villalave.co.za/	2	1
Wings & Water Guest House	http://www.wingsandwater.co.za/	1	2

Table D24

Value	Communication	Percent
1	Do have an area where website users can ask questions	53.1
2	Do not have an area where website users can ask questions	46.9
Value	Commerce	Percent
1	Do have online booking links	65.6
2	Do not have online booking links	34.4

Appendix E

- Mean rank tables -

Table E1

	Rooms	N	Mean Rank
Occupancy levels	Small	14	15.96
	Medium	14	17.82
	Large	7	22.43
	Total	35	

Table E2

	Rooms	N	Mean Rank
Social networking	Small	14	16.21
	Medium	14	16.71
	Large	7	24.14
	Total	35	

Table E3

	Rooms	N	Mean Rank
SEO	Small	14	15.32
	Medium	14	20.86
	Large	7	17.64
	Total	35	

Table E4

	Rooms	N	Mean Rank
Website version for mobile phones	Small	14	16.71
	Medium	14	19.32
	Large	7	17.93
	Total	35	

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Table E5

	Who designs the website	N	Mean Rank	Sum of Ranks
SEO	The owner	9	13.33	120.00
	Outsourced business	23	17.74	408.00
	Total	32		

Table E6

	Links to social networking sites	N	Mean Rank	Sum of Ranks
Use social networking	Yes	10	21.40	214.00
	No	22	14.27	314.00
	Total	32		

Table E7

	Who designs the website	N	Mean Rank	Sum of Ranks
Use social networking	The owner	9	17.11	154.00
	Outsourced business	23	16.26	374.00
	Total	32		

Table E8

	Links to other complementary services	N	Mean Rank	Sum of Ranks
Occupancy levels	Yes	6	25.83	155.00
	No	26	14.35	373.00
	Total	32		

Table E9

	Links on guest house website to social networking sites	N	Mean Rank	Sum of Ranks
Occupancy levels	Yes	10	18.90	189.00
	No	22	15.41	339.00
	Total	32		